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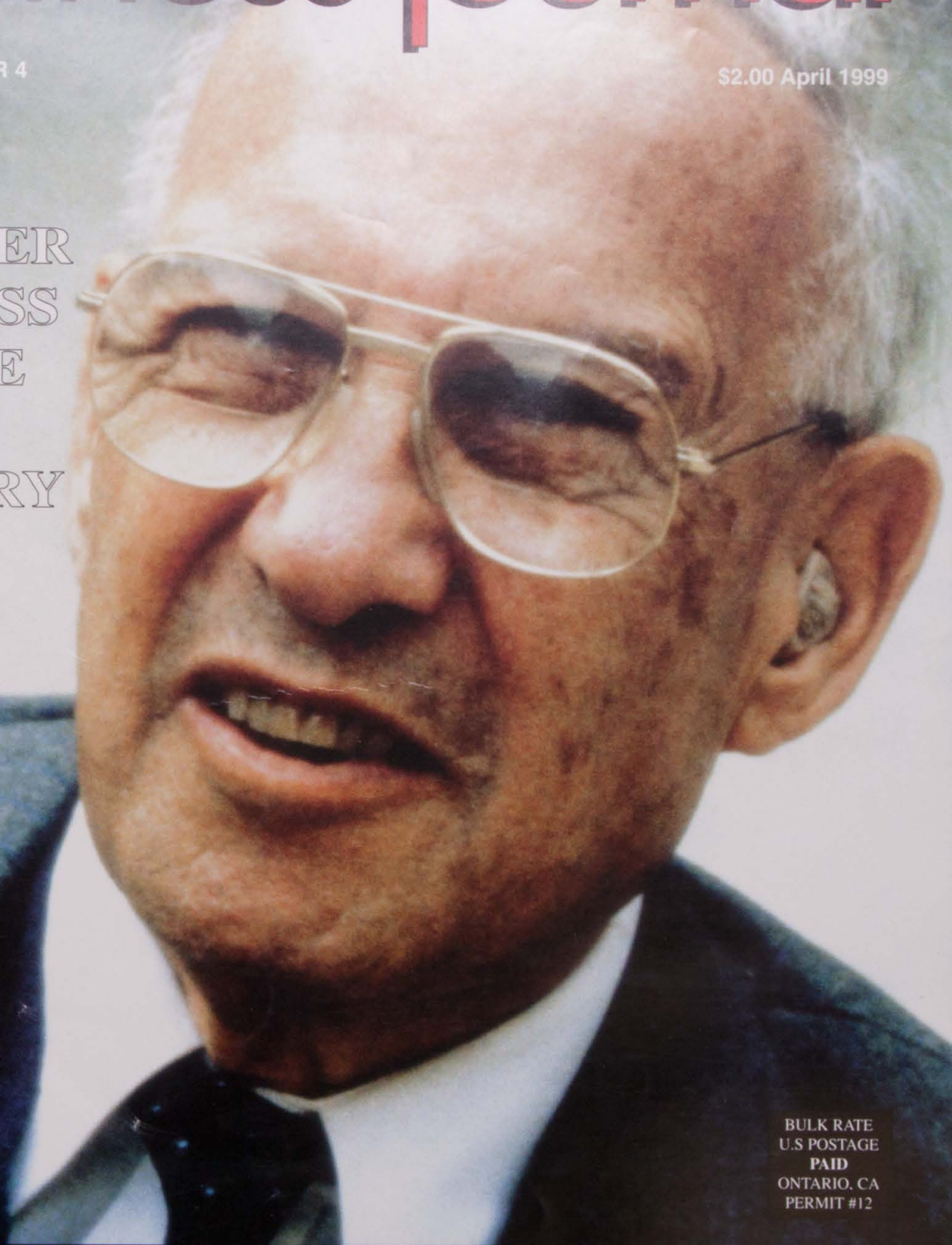
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INLAND EMPIRE business journal

VOLUME 11, NUMBER 4

\$2.00 April 1999

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**SMALL
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HANDBOOK**

**GOLF
REPORT**

**CLOSE UP:
GREG
DEVEREAUX**

**CORPORATE PROFILE: }
PHARAOH'S LOST
KINGDOM**

INLAND EMPIRE business journal

WOMEN & BUSINESS EXPO 1999

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MEDICAL CENTER

AND

TOYOTA DEALERS
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Arianna Huffington
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CLOSE UP



Greg Devereaux
see Page 7

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The Loma Linda University Medical Center Kids Care Fair is Set Up to Help Keep Kids Healthy and Growing. For Our Story on This Wonderful Project, Turn to Page 5.



Behrens, School President, Takes Reins of LLUMC

Dr. B. Lyn Behrens, the president of Loma Linda University and the Loma Linda University Adventist Health Sciences Center, has been named as the permanent head of the school's medical center. The decision was made by the medical center board of trustees on March 24.

Behrens has held the post on an interim basis since late January. She replaces Dr. J. David Moorhead who departed in November to take a post at a major hospital in Saudi Arabia.

An Australian native, Behrens has been the president of Loma Linda University since 1990. She was first associated with the school as an intern in 1966, and served as an instructor in the School of Medicine from 1970-72. She became an assistant professor of pediatrics in 1975 and has been at the

school ever since in a variety of posts, including dean of the school of medicine from 1986-91.



B. Lyn Behrens, MBBS

Wheeler Photography

AT DEADLINE

State's Small Business Optimism Rebounds

The California small-business optimism index rose nearly two full points in January, the National Federation of Independent Business reported. The 10-section survey of small business economic strength had been on the decline for the last two quarters. It currently stands at 96.3.

Firms reported that hiring plans remain strong and that there were many "hard-to-fill" jobs open. The number of firms raising wages was 26 percent higher than those cutting.

Sheriff Offers "Business Academy"

The San Bernardino County

continued on page 25

Few Health Plans Meet Hospitals' Standards, Industry Survey Finds

An industry organization's survey of California health plans finds that few consistently receive high marks from both consumers and healthcare providers. The Healthcare Association of Southern California released its 1998 Satisfaction with Health Plans Survey which found that only four of the 13 largest plans serving Southern California customers received ratings of "good" or "excellent" more than 50 percent of the time.

The survey was conducted by questioning

hospitals and doctors on 22 criteria. The criteria were mainly business-related and covered questions such as the efficiency of the plans' payment systems.

It included 76 hospitals in a six-county area that HASC represents. Only Aetna/U.S. Healthcare (54 percent satisfied), Pacificare (52), Blue Shield of California (51) and CIGNA (50) received the highest marks while MaxiCare, UniversalCare and Blue Cross all rated below 25

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Special Sections

Women & Business Expo

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Resource Directory

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Stock Sheet

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Calendar

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STATE OKAYS MEDI-CAL TWO-PLAN PROGRAM

On April 1, California's Department of Health Services (DHS) will begin implementing the Medi-Cal Two-Plan Model managed care program in Riverside and San Bernardino counties, nearly three years beyond initial projections. It is part of a statewide effort in nine counties to shift Medi-Cal beneficiaries out of fee-for-service health care into

managed care HMOs to provide greater access to higher quality health care to Medi-Cal beneficiaries at reduced costs to taxpayers.

Approximately 100,000 Medi-Cal fee-for-service beneficiaries in Riverside and San Bernardino counties will be notified, receiving the opportunity to enroll in one of two managed care

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WOMEN & BUSINESS EXPO, MAY 21
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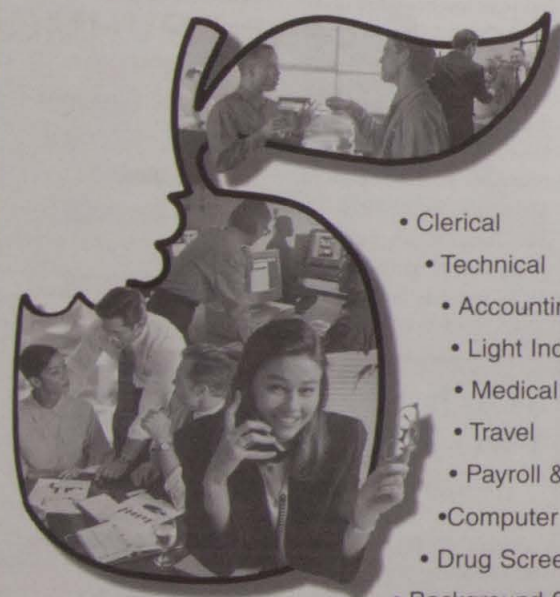
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ABOUT THE COVER

Claremont professor Dr. Peter F. Drucker has blazed innumerable trails in his lengthy career. He is a trend setter, and a true leader. So, it is most appropriate that Dr. Drucker should become the first person ever featured on the cover of the *Inland Empire Business Journal*. Oh, sure, we've had human beings on the cover before, but they were part of a focus on a company, project or organization. But, make no mistake:

Drucker is featured because he is Drucker. To read more about this international leader who makes his home in our backyard, turn to page 5 of this month's issue.

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Peter Drucker, Renowned Professor of Business and Society, Still on the Cutting Edge

After nearly six decades as the single leading authority in the fields of management theory and practice and business strategy and analysis, Dr. Peter F. Drucker can truly be regarded as one of the leading men of the century.

The 89-year-old Claremont resident is the author of 28 books on a wide variety of topics including business, management, communication and Japanese art as well as two novels and an autobiography. He spent 20 years as a columnist for the *Wall Street Journal* and is a frequent contributor to magazines and journals. He has received honorary degrees from universities in seven countries and has been a consultant for many governments of free-world nations, including Canada and Japan.

But it is the items not listed on a biography – those measures not empirically deduced – that make Drucker one of the leading intellectual and business figures of the century. His leadership techniques are taught and revered

by organizations as diverse as major corporations, non-profits and the military. He has been credited with helping to revitalize the economy of Japan after the second world war by molding the management and direction of that country's industrial practices and strategies.

A native of Vienna, Austria, Drucker was educated in that nation and England before he received a doctorate degree in international law from Frankfurt University in Germany. He published his first book, "The End of Economic Man" in 1939, when he was 30 years old. He has continued producing tomes on management and business regularly since then, with the latest, "Management Challenges for the 21st Century," having been printed this year.

During his career, he has held a wide variety of positions in business, academia and government. He was an economist for a London bank; an American economist for a group of

European banks; an American correspondent for a group of British newspapers; a professor at universities in Vermont and New York; and the head of a non-profit foundation which bears his name.

Drucker has been the Clarke Professor of Social Science and Management at the Claremont Graduate University since 1971 and also spent a six-year stint at Pomona College as a lecturer in Oriental art. In 1994, he was the Godkin Lecturer at Harvard University.

One of the most impressive characteristics of Drucker is his ability to stay ahead of developments. Though he was born in an era that predated the radio, he recently was profiled in the computer and technology magazine *Wired*.

In a 1994 column in *Atlantic Monthly* magazine, Drucker, taking on the role of futurist and sociologist, set the intellectual foundation for the next turn of human events. He noted that the world tends to experience major social upheavals every 200 years. However, the 20th century has generated the most significant social changes ever – civil rights and the end



Peter F. Drucker

of communism – largely without disturbance or violence. Drucker noted that, though the century was very violent, most of the violence emanated from people like Mao, Hitler and Stalin who made no constructive contributions to the world.

The key to the next changes will be knowledge. The countries and institutions that are leading in knowledge will be on the forefront of those changes, and best prepared to take advantage of them – which makes education and schooling systems key to survival.

Few health plans...

continued from page 3

percent satisfaction.

Only 37 percent of the hospitals surveyed rated the overall performance of health plans as "good" or "excellent."

The survey compared both business factors and patient care factors from a healthcare provider's stand-point. Some of the most important issues were timely verification of eligibility and benefits. The survey found

that physicians often feel that health plans take much too long to make decisions about patient care.

Another recently released survey, the October 1998 "California Health Decisions" report found that 65 percent of HMO customers are at least "somewhat satisfied" with the level of care they receive. That survey also found that doctors are concerned with the timelines and quality of patient referrals and that they feel that the patient eligibility process is badly flawed.

LLUMC Kids Care Fair Fills Local Children's Health Needs Area's Immunization Rate Equal to Some Third World Countries

by Robert Parry

It is difficult to comprehend. The Inland Empire is one of the fastest growing economic regions in the world. It has massive monuments to success and financial stability like the Ontario Mills, the California Speedway and the new Ontario Airport terminals. Some of the world's leading academic and scientific research institutions are

part of the landscape.

And, yet, the immunization rate in the Inland Empire is on par with that of some third-world countries.

With that thought in mind, the Loma Linda University Medical Center Children's Hospital will be hosting the Seventh Annual Kids Care Fair on April 11.

According to LLUMC spokesman Jack Boren, the local

continued on page 48

Three New Faces at PVHMC



Kent Hoyos



Shirley Lewis



Tom Dotts

Pomona Valley Hospital Medical Center president and CEO Richard E. Yochum recently announced the hiring of several new people for a variety of positions. The new appointments include Kent Hoyos as director of decision support services, Shirley Lewis as director of medical records and Tom Dotts as director of pharmacy.

Hoyos, who holds a degree in accounting, previously worked in the accounting department for the Los Angeles County Department of Health Services and for the Los Angeles County Fire Department and will now be "the keeper of the data" for the hospital. Lewis brings 12 years' experience in the health care industry and a master's degree in health administration. She is a registered records administrator and will be managing the operations of the medical records department. Dotts, who has a doctorate in pharmacy, did his administrative/general pharmacy residency at the United States Public Health Service Hospital in New York. He will oversee and direct pharmacy-related activities within the hospital.

EDITORIAL

A Step Toward Un-Uniting America

As of this writing, the United States is fighting yet another war in another land that has been brewing for centuries between people of varied ethnicities and cultures. Ah, the blessings of "diversity."

So, we found no small irony in a press release which recently crossed our wires from the U.S. Small Business Administration. It seems that, even as our fighting men are risking their lives to stop blood-letting between people who can't see past family names or ancestral heritages, the SBA wants to earmark funds for people with certain names and heritages.

The SBA has recently licensed and will guarantee the investments of a South Florida venture capital firm which is focusing its investments only on Hispanic-owned businesses. Imagine if the government were to lend its support to a firm focusing only on straight, white, male, Christian (gasp!), Republicans (double gasp!).

SBA spokesman Mike Stamler was quite aggressive, arrogant even, in defending his agency's position. He freely admitted that

the firm may restrict its investments only to Hispanics and can turn down others solely based on race. "We feel the private sector is better at making these decisions than is the government," Stamler said. He added that the firm's focus on Hispanics was important because that "community" is under-invested. He later contradicted himself by saying the SBA doesn't care who the firm supports and it is free to focus on "left-handed people with one ear" if it so desires.

While this is only one of nearly 350 such SBA-supported investment firms, we think this is a bad sign. While a company should be free to do business with whomever it chooses, the government should steer clear of racial issues. If the company's race-based policies are of no importance, why is the SBA trumpeting that focus in (taxpayer funded) press releases?

The greatest war this country ever fought evolved from the government treating its people according to their heritage and name. The SBA is taking a step back down that road, and we think that's a bad idea.

AB 60 Bad for Employees, Employers

After years of progress in undoing the regulations and requirements which drove California businesses into other states, the powers in Sacramento have made an about-face and are about to turn back the clock on employment law. Assemblyman Wally Knox's AB 60 will kill jobs — plain and simple.

AB 60 forces employers to pay overtime to employees who work longer than eight hours per day, regardless of the number of hours they work in a week. It eliminates most options for flexible work schedules, and the options it leaves open are heavily regulated.

An employer who schedules four nine-hour days and a Friday half-day to allow employees to get an early start on the weekend will

have to pay overtime on each ninth hour. That is essentially a 5 percent boost to the payroll costs.

But what if the employees want that schedule? Well, it seems Mr. Knox thinks he knows what's best for everyone, so they don't have that option. But employers, not Mr. Knox, will take the heat when employees are told they can't have flexible schedules.

If AB 60 passes, California will once again be one of the few states in the nation to base overtime on an eight-hour day, not a 40-hour week. Which is just another reason for California businesses to look at the other 49 states in the union.

We urge the Legislature and Governor Davis to oppose this misguided bill.

COMMENTARY

What Happened to the Word "Trust" in the American Indian's Trust Fund?

by Ken Ramirez

The fortunes of the Inland Empire's several Indian tribes have risen dramatically in recent years due to local grassroots efforts.

Sad to say, at the federal level, things aren't so progressive.

So it comes as no surprise that Washington's ineptitude has cost Native Americans a fortune, and why a Federal District Judge, Royce C. Lamberth, issued contempt citations against Secretary of the Treasury Robert Rubin, Interior Secretary Bruce Babbitt, and Kevin Gover, an Assistant Secretary of the Interior.

The reason? A deliberate government coverup of Indian trust-fund bungling.

As detailed in Timothy Egan's *New York Times* reports, the trust funds were established more than 100 years ago when the government managed certain Indian lands. Much

of the land was leased to oil, gas and timber interests. Income from the trusts was supposed to be passed on to future generations of Indians. It didn't happen. The money lost due to the government's sloppy book-keeping is in the range of \$10 billion.

The missing money is not abstract. People have lost their homes to foreclosure because checks never arrived. Judge Lamberth said "I have never seen more egregious conduct by the federal government." He added, "Justice has not been done to these Indian beneficiaries. The court cannot tolerate any more empty promises."

Empty promises from the government. That's nothing new to Native Americans.

It appears we still have a way to go before we receive remedy from past injustices, and, as we learn from this episode, some recent injustices as well.

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CLOSE - UP

Greg Devereaux, Making the Best of Opportunities

by Robert Parry

Ontario City Manager Gregory Charles Devereaux has lead a life that is a study in contrast and opportunity. He has a bachelor of fine arts degree in theater but works in a world where straight forward facts and figures are the rule. He set out to become a successful actor, detoured into improving the quality of art and culture as a whole, and now has a measure of control over the quality of life of 130,000 people — but mainly through economics.

He speaks in a style which lends itself neither to sound bites nor easy quotes. Yet, his message comes across clearly. He has a law degree, but does not practice law, but still spends much of his time working with lawyers.

So it is for the administrative leader of the city which has some of the best economic prospects of any in the fastest-growing region in the nation.

Greg Devereaux does not make a dramatic impact simply by walking into a room. There are many city managers whose mere presence emanates a feeling of power, control and determination. You know, just by observation, that they control millions of dollars and hundreds of employees. Devereaux is not one of them. His manner exhibits warmth, sincerity and unpretentiousness. His short, slight frame is clever camouflage for a sharp, effective mind.

But managing cities is a business of intelligence, not power, which is perhaps how he rose quickly in a notoriously unstable profession.

Raised in Petersburg, West Virginia (population 45,000), that state's fourth largest city, Devereaux attended the University of West Virginia in Morgantown. He graduated with a bachelor of fine arts degree in theater and moved to Dallas, Texas, to become an actor. It wasn't long before he came to two conclusions: Acting is a tough way to make a living and theaters are generally poorly run. The first he saw as a big problem, but the second he thought to be an opportunity. Theaters were either run by artists or administrators, but never by someone who was trained and experienced in both.

So he headed back to UWV to

earn his law degree so he could work as a proper arts administrator. He earned the degree, but found another opportunity instead.

Shortly after graduating from law school in 1977, Devereaux was asked to join the newly forming West Virginia culture and history department, a cabinet-level agency in the state government. He soon held the title of deputy commissioner in that agency and helped build cultural programs on a state-wide level.

Devereaux's career has followed a series of five-year cycles and, in 1982, he made the first major move. He decided to head west and landed a job with the city of Long Beach as the Superintendent for Cultural Services. But the real change in his life's path came not with a new title or location, it came with an observation: the best and the brightest in that community were working in redevelopment.

The city manager in Long Beach, John E. Dever, operated with a philosophy that Devereaux grew to share and believes today: Given the appropriate technical support, any manager can manage any organization. Dever put that into practice with a "management rotation program" which gave managers in each department temporary assignments in other departments. Devereaux took that opportunity and ran to redevelopment.

"I was always making 'economic impacts' arguments for the arts," said Devereaux, "this was a wonderful opportunity for me to learn the economics of a community."

What was to have been a temporary move from the post of acting director of the Parks and Recreation Department turned into a permanent assignment as the city's Neighborhood Preservation Officer. Five years after arriving in Long Beach, Devereaux took a position as the director of housing and neighborhood development in the city of Garden Grove. He helped that community grow and add a redevelopment agency and then, five years later, moved into a similar post in Fontana.

That was when things got interesting and a new opportunity opened. Upon arrival, the city manager, Jay Corey, told Devereaux "this is a turn-

around job," and made clear that major changes needed to be made in the city structure immediately. Within a few months, Devereaux found himself in charge of things like engineering and sewers. Just 18 months after he arrived, Corey was fired in what Devereaux described as "a case of shooting the messenger."

The actor from West Virginia was suddenly a city manager.

In 1997, the opportunity to take the helm in Ontario arose, and he made the move. Today, he oversees 1,200 employees and a total operating budget in excess of \$200 million to serve 130,000 residents over 35 square miles.

Devereaux is circumspect about his quick rise and maintains a simple philosophy about managing any organization: surround yourself with the best people. The trick is to ask them the right questions.

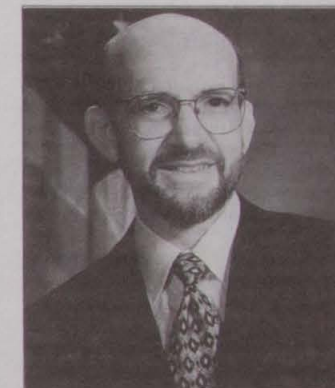
He refers to the philosophy of Dever, his mentor in Long Beach, for managing basics: a manager is a manager. "I have been fortunate in my life to have worked with a lot of talented people," Devereaux said. He added that one key to being a successful manager is "identifying the talented people buried in an organization." If that is accomplished, there really is little difference between managing a \$10 million budget and a \$100 million budget.

In most cases, the people in an organization know what to do, Devereaux said. "Somebody has to be responsible and somebody has to make a decision."

The major difference between working in arts and recreation and being a city manager is the visibility that is incumbent upon the latter post, Devereaux said. But, that visibility allows him access to a variety of different experiences. As the official administrator of the city, Devereaux encourages strong communication between all parties in the governing process, including between department heads and elected officials. But, he draws a line at council members giving direction to appointed leaders.

It is under philosophies such as those that Devereaux is leading

Ontario. His most significant achievement thus far, he said, was establishing a firm direction and mind-set for the city. He said that the council he inherited "had no vision statement" and the city did not "operate within the paradigm of a business."



Gregory Charles Devereaux

Beyond the theoretical and philosophical, Devereaux has thrown himself into tangible projects for the city. Long-term plans for sewer and maintenance up grades which had been lacking are now in place and improvements are being made. There had been no pavement management program, and that is now being installed. Information systems which he described as antiquated are also being up-graded.

From a fiscal standpoint, procedural improvements are also underway. Accounting systems which were outdated are being brought up to standard. The result is that a city with good economic resources now has the balance sheet — and reserves — to prove it. The city is now reallocating resources to long-term needs. Because of the way cities are funded, there is no absolute predictability in income from one-year to the next, so Ontario is now putting "cushions" in its financial arrangements to allow for unexpected changes.

The challenge for Ontario now is to figure out where the city wants to be in 20 years. As its economy grows exponentially, Devereaux said, resources must be dedicated to preserving its historic section and making the most of opportunities.

Greg Devereaux seems to know a good opportunity when he sees it.

PRO

CON

The Issue: Use of Force by Police Officers in the Inland Empire: Two recent shootings involving Inland Empire law enforcement officers have shined the national spotlight on our area. In late December, Riverside officers shot a young woman 12 times as she sat incoherent in her car with a gun. A few days later, two Claremont officers killed a man who pointed a loaded revolver at them. Both killings have been described by pundits as "racist" and executions. We asked a local observer to comment on the following question: Should we assume officers are right every time they use deadly force in the presence of an armed suspect?

by Joe Lyons

I would not want to be a police officer. It is not just that I expect them to protect me. I expect them to take a criminal's life or give their own life in the process.

But then, this is what they're paid for. It's their job. What is not their job is the second guessing, and Monday morning quarter-backing that their every move elicits.

Under any circumstances, at any time of the day or night, no matter what happens, they have to be right. And not just right by the letter of the law. They have to be right by the court of public opinion.

Their actions will have to meet the observations of liberal media, court rulings and left wing suspicion.

On the other hand, the street cop must balance his or her action against the considerations of family and career. One bad move on the part of one officer and promotions, pensions, wives and children, mortgages and debts all fall away.

Some officers are lucky. They can do 20, maybe 30 years without ever drawing their weapon.

Others, the one's who are not so lucky, find themselves in an alley on a dark and rainy night facing someone with something shiny in their hand.

In less than a second they have to make a decision. That decision

will be debated for months by investigators, writers, independent agencies and Joe Six-Pack.

If the officer makes a wrong decision, it will echo down the years.

Cases from the Lindbergh baby to O.J. Simpson have hinged on whether the cops were right or wrong. The choices they made in the dark of night gets debated in the cold light of day and analyzed for years in books, TV, movies, documentaries and college classes. New law may even be written because of what decision the officer made.

Law enforcement officers are trained and armed to the best of the community's ability. As we saw in North Hollywood, the bad guys are probably better armed. And the criminals are not hobbled by laws and community standards. Criminals do not take a two-hour recess for lunch like the courts do. And yet nothing stands between them and us except a few under-armed, underpaid, under-appreciated people in blue who are doing a lot more to protect me than they should, considering all that is thrown at them.

When TV preachers from out of state fly in to announce that the police have declared war on one race, or one family, I have to wonder why every officer in the Inland Empire has not turned in their gun and badge and gone out to drive a truck.

I wouldn't blame them.
But I would miss them.

Democracy may be over two centuries old in America, but justice is not. The image of lynch mobs, hanging judges and police corruption runs too close behind us. It wasn't so long ago that Serpico got shot in the face.

Even today we hear of "profil-ing" and other forms of pre-judging that can put the innocent in harms way.

While the public demands more and more troops with guns to patrol our streets, we find that standards have to be compromised in order to meet the demands.

Troops from Vietnam and the Gulf War are given new weapons and told to go out into our city streets and work with a different set of rules. This results in the type of shootings we have seen in Riverside, Claremont and most recently New York City.

The legal system in America has been designed to accept that we are all innocent until proven guilty. It is better to let 10 guilty people go free than to punish one innocent person. We may not like it. We may feel that O.J. Simpson should be in jail right now. Yet he walks free. And that is proof that the system works.

Only recently a group of journalism students proved that a man on death row was actually not guilty after all these years. In Orange County, the courts ruled that after more than two decades, Geronimo Pratt was set free.

In the meantime we have uni-

formed people with their own beliefs and agendas out there on the street. They have come to believe that more blacks and Hispanics are criminals than meet the population percentage. They question anyone whom they find in the wrong neighborhood. And they stand with a hair trigger whenever anyone challenges them.

We are told not to make sudden moves, even when we are pulled over for a ticket. We are told not to talk back to the traffic cop, even if we are sure that we are right and that we are late already. We can get pulled over, stopped and investigated in arbitrary road-blocks with virtually no regard to our own rights to privacy.

And yet, in court, the judge will decide that it would be impossible to think that the officer would make up an accusation, so the ruling will go against you. Forget what it does to your job or your insurance or your family.

The hard reality is that human beings are only human. And their natural racism or sexism cannot be trained out of them. They can cover it up but they can't hide it.

And to allow them to carry arms while living out their agenda puts us all in jeopardy.

That we need a law enforcement body is not denied here. But what is needed is constant, ongoing training, review and screening.

If not, then who will protect us from our protectors.

CORPORATE PROFILE

Questions, Controversy Curse of Pharaoh's Lost Kingdom

by Robert Parry

The operators of Pharaoh's Lost Kingdom Water Park have certainly learned one lesson in nearly three years of operation. It's no fun running an amusement park. From the time of its June 1, 1996 opening, Pharaoh's has been plagued with various problems and difficulties. Initially, the \$26 million, 18-acre park had to correct nearly 40 electrical safety problems, which delayed its debut, costing the facility nearly \$700,000 in lost revenues.

Then, a series of injuries sustained by employees and park patrons spurred CAL-OSHA to investigate the park three times within a one-year period of time.

Along with structural and safety problems, the Redlands amusement park has had to deal with the very ugly problem of gang violence. In August of 1997, a fifteen-year-old boy was hospitalized with stab wounds suffered during a fight at a rap concert held at the venue.

But, arguably, the most serious problem to Pharaoh's future operation has to do with legal wrestling with its host city of Redlands. The city charged Pharaoh's with making unauthorized connections to city water lines, once in August of 1996, and again in July of last year. For several months, the Redlands City Council debated whether to charge park owners a \$230,000 infrastructure fee because of the illegal hookups. Reaching a compromise, park and city officials agreed to let Pharaoh's connect to city water lines and will monitor the water usage for several months. They will use those figures to discern an amount which the park will need to pay for the past water usage.

For the record, Pharaoh's staff referred calls from the *Inland Empire Business Journal* to a public relations firm. That company failed to return numerous telephone calls and other inquiries over a two-week period.

It would seem that all of these

problems may not be quite worth the trouble. For several years, amusement parks have seen a slight but perceptible decline in revenues and increases in legal problems with neighboring cities. Disneyland has for several years found the cost of operating its Anaheim location increasing, while at the same time waging a legal battle with residents regarding the park's further expansion. At one time, Disneyland threatened to move its operations to Long Beach, which became a viable option after plying the

park with tax concessions and favorable infrastructure development. Both Magic Mountain

acreage dwarfs that of Scandia and Fiesta Village. Pharaoh's features most of the same attractions as those parks, plus many others, including: miniature golf, an amphitheater, arcade games, roller coasters and a kids' area. There are 15 carnival-style rides, three go-cart tracks and 20 water slides. According to its own records, Pharaoh's attendance is well over 1 million, which is almost three times that of Scandia and Fiesta Village combined. Pharaoh's Lost Kingdom has as many as 375

seasonal employees, nearly twice as many as the other two parks combined.



and Knott's Berry Farm also saw a slowdown in revenue growth.

It was in this rather tenuous business climate that Pharaoh's Lost Kingdom was launched. The park already had two regional parks to contend with. Ontario's Scandia Amusement Park, built in 1992 and Fiesta Village, located in Colton and built in 1974, were already online and drawing well. Raging Waters, located in San Dimas, was the pre-eminent water park in Southern California. But Pharaoh's management seemed to be counting on the area's large population growth as the main basis for the park's viability.

In terms of size, Pharaoh's

But along with the larger size and attendance have come an elevated number of problems. Ambulances have been called to the park nearly 30 times. The *San Bernardino County Sun* reported that Pharaoh's was sued 10 times in 1997 alone. That is almost half the number suits Fiesta Village experienced in more than 20 years of operation, the *Sun* indicated. The suits included a roller coaster accident, go-cart accidents, five accidents in the water park area, and at least one slip-and-fall.

Some of the matters of concern:

- There were 19 ambulance calls to the park in its first summer.
- There were 10 medical emergencies in its second summer.

• In June of 1997, a 15-year-old was knocked unconscious on a water slide, then allowed to roam the park in a daze.

• In August, 1997, 10,000 people attended a rap concert which had been planned for 3,000. Several thousand were locked out of the park and a disturbance erupted during which a 15-year-old boy was stabbed. Several people were arrested on charges ranging from assault to lewd conduct to public drunkenness.

• The park has been investigated by CAL-OSHA at least three times since it opened. One of the investigations ended with the complaint dropped, and another allegation was found not to be serious enough to warrant a citation.

Pharaoh's managers have indicated support for a "patron responsibility" law which would make it a legal infraction to violate posted safety warnings, upgradeable to a misdemeanor if the violation results in an injury. Such a law was created in the city of Concord following the death of a teenager at a park in that community.

The theme park industry is essentially unregulated. An accident which caused the death of a patron at Disneyland in December resulted in a fine by OSHA against the theme park for \$12,500. But the fine was due to an employee's injury in the same accident. Had no employees been injured, no regulatory agency would have had any legal authority over the incident.

Industry representatives have described the theme park business as being "self-regulating" since a high accident rate would result in exorbitant insurance costs that would put a park out of business. In addition, they questioned the validity of lawsuits as a measure of a park's efficiency and safety. Just because a suit is filed, does not in any way indicate that the claim is valid or factual.

Complaints... Praise! Suggestions? E-Mail us @

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Thank you!

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MANAGING

The Adhesive Ex-Employee

by Peta G. Penson

For the first time in too long you find yourself whistling on the way to the weekly meeting. Your usual complainer, Sam, has quit the company. That hopeless feeling of trepidation is replaced with a new buoyancy as you go over in your mind how you'll present your tactical plan without his knee-jerk, anxiety-ridden objections. Hey, perhaps even the quiet team members will speak up with their ideas now. Don't worry, be happy!

But as the meeting unfolds it becomes increasingly clear that not everyone shares your relief that this vexing employee is gone. In fact, several of them ask pointed questions about why

you fired such a committed, hard worker.

"Wait a sec," you protest, "Let's clear the air here about Sam." You tell them the straight-forward truth: he resigned, which completely surprised you. And he did so because he basically disagreed with the team's direction and wouldn't compromise about it. While they've heard that earlier in the week from Sam, they still don't relent. "Isn't it true that you forced him out?" "You knew he wanted to be part of the decision-making team, but you wouldn't let him, so he left, right?" asks another.

"Whoa, whoa," you protest. "You all know from what he's said publicly in these meetings

that Sam wasn't willing to manage anyone, any budget, any data. We repeatedly offered him the opportunity to manage and he consistently declined it but still wanted to be a decision-maker. Because he didn't like the rules, he resigned." But no one's buying this explanation, you can tell, so you bring them back to the meeting at hand.

Before the week's out, you start receiving voice mail from Sam. He's got a few ideas. He wants to make certain something or other is happening. You squirm, recognizing these messages, as before, are manipulative and whining with concern about this person, that project. You find yourself picking up the phone to get back to Sam, or to transfer the concern to the right person. You find yourself looking into this matter and that problem, because he is correct about them, and reporting the outcome back to Sam.

In the process you discover that Sam is communicating his concerns all over the place. A customer tells you in passing that Sam suggested yesterday she take a look at the new support program. Your advertising rep says Sam called trying to get the company a better deal. Friends in the business say Sam is calling them to see if he can create some new business for your company in another state. Your boss reports a week-end conversation with Sam during which she agreed to think about hiring him back as a consultant(!). You are in shock.

And you begin to see Sam in caricature: he's the cling-on who won't let go.

It's difficult for people who have poured on the hard work to disengage from a former job, even in this day of portable careers and free-lance attitudes. When a person leaves a company precipitously, that is, in an unplanned way, of course there

are going to be residual loose ends. There are things to finish up and put right, things that extend into the future of which the departed employee has been the author or incubator.

It's difficult for those left behind also. Good managers always take the time to tell the team something of the circumstances, and how professionally it was handled. But sometimes you have to help the party leaving after they are actually off premises make the real separation. It will take time and either you channel that time needed towards you, or allow it to suffuse and thereby drain your organization.

Don't let the tail wag the dog. If you are receiving calls, return them all at the peripheries of the day: very early morning or late evening. This sends a message that while important, you aren't letting this interfere with daily business. If others are receiving calls, ask employees to please refer them to you.

Document everything, so at the end of a week or a month you have an accurate grasp of whether the ex-employee is creating a real problem, or whether you are over-blowing its impact. Put your replies on matters of pay and benefits on paper, and either turn them over or get them approved and co-signed by your HR person. Make no promises on the phone or via e-mail. Insist that the person be removed from all e-mail, voice mail and other internal communications systems immediately on leaving. No matter how well intentioned the ex-employee may be, there is more chance to cause mischief than to make miracles.

Above all, remain professional and don't share your feelings of annoyance. In some cases only the passage of time will impact the behavior. It may take awhile for Sam to recognize that, indeed, one door is now closed.

GETTING ORGANIZED

First Steps to Mastering Interruptions

by Cyndi J. Torres

Did you know that you are interrupted approximately 50 times during an average workday? As mentioned in last month's issue, the majority of these interruptions are from the telephone. Other types of interruptions include drop-in visitors, meetings, and, of course, self-interruptions. If your business is home-based, your list of interruptions probably includes your children, pets, other family members, neighbors, the postman, and even the television.

While interruptions can make us feel needed and important, they can also make us feel dumped on. While they are an excellent excuse to procrastinate, they cause major stress on the job, not to mention mental friction. You know, the "Should I continue with what I'm working on or deal with the interruption and pay for it later" syndrome.

Interruptions can be essential or non-essential. An essential interruption could be crises-related that needs your immediate action, i.e., you're in a meeting and receive a message that your child has taken ill while at school. Non-essential interruptions are more common (like those mentioned in the first paragraph) and are typically the ones you allow to happen.

The bottom line is that interruptions are inevitable. While I can't cover this important topic in one article, I can get you started by providing the first steps to mastering interruptions.

Step 1: Identify your interruptions

Do this by keeping a time log for about a two week period, or until you have gathered 100 samples. A simple time log has five columns (Monday through Friday), with 20 rows. Label Row 1 as 8:18 a.m., Row 2 as 8:48 a.m., Row 3 as 9:18 a.m., Row 4 as 9:48 a.m. and so on,

with the last row labeled 5:48 p.m.

On the first day you start tracking your interruptions, set a timer for 8:18 a.m., then reset it for every 30 minutes thereafter. When the timer sounds, take a quick second to note on your time log either (a) who you were dealing with at that moment and what you were doing and where.

For example, at 8:18 a.m. you might note that you're in the office working on Project XYZ. At 8:48 a.m., you're still working on Project XYZ, but are currently on the phone with a customer regarding an upcoming seminar. NOTE: If you're in a meeting or away from your desk at a time log "alerting," make a mental note and fill in your sheet later.

Tip #1: if you can handle tracking your interruptions in 15-minute increments, do so. Rule #1: DO NOT backfill the entire log sheet from memory at the end of the day. This is called... cheating. Rule #2: The timer alerting you to note your interruptions does not, in itself, constitute an interruption. Good try!

Step 2: Analyze the time-log results

Use a highlighter to identify common interruptions — blue for telephone calls, yellow for drop-in visitors, etc. You might want to use a different colored highlighter for each of your employees or co-workers, or perhaps a separate color indicating self-interruptions. You may want to distinguish those interruptions that you feel are essential vs. non-essential.

Look for drop-in visits from the same co-worker, or a vendor/supplier that visits often. Even if this co-worker or vendor is a good friend, they still qualify as a major interruption. It's up to you to determine whether or not this type of interruption is essential or non-essential.

Identify a series of telephone

calls from the same group of people (various clients, co-workers, employees, etc.) perhaps asking the same question about a certain topic.

Highlight routine self-interruptions such as stopping to look at something just dropped in your in-box, or responding to an e-mail notification.

What is the ratio between essential and non-essential interruptions? If it's heavily weighted on the essential side, go through the log again, and again.

If you are stressed and overwhelmed by interruptions at work and can't seem to get anything done during a normal workday, you will appreciate this homework assignment along with the tips I'll provide in the

next issue on how to reduce or eliminate interruptions to better manage your time. If you would like a sample time log, feel free to contact me.

Cyndi J. Torres is founder and principal of Streamline Organizing, a Pomona-based consulting business specializing in information and time management. She helps busy people get organized, save money, gain time, and increase productivity. Her clients range from corporate executives to small business entrepreneurs. Torres is also available for in-house seminars on the subject of organization. She can be reached by e-mail at streamlineco@earthlink.net or by calling (909) 241-2690.

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COMPUTERS/SOFTWARE

Y2K and You. It's No Time to Panic!

by J. Allen Leinberger

Your computer probably won't be affected by Y2K.

However, you may well be affected by it.

Comic Robin Williams described Y2K as the day that the computers go from "HAL" to "Rainman." That is simplistic but realistic. As we explained here some time ago, many computers are not geared to understand that the two zeros in the date mean year 2000, not 1900, or even the year 00. (Which, of course, never existed).

The paranoia runs deep. The fear of planes falling out of the skies, Russian missiles firing off and banks collapsing are false. That is, unless we create a self-fulfilling prophesy. If we all run to the bank and take out our money on Dec. 15,

then there really will be a bank run. But it will be caused by us and not our computers.

In the meantime lawyers are getting ready to submit class-action suits for all of the computer disasters to come. In Sacramento they are considering legislation to prevent lawyer profit windfalls from Y2K.

And let's not forget the people who are profiting from it already — books, magazines and even web sites are up and circulating. "The sky is falling," they cry.

Rather than panic, I called Dennis Boyer of FTC computers in Riverside. You may remember that we discussed the Y2K issue with him in this magazine's very first millennium bug article over a year ago.

Boyer says that most of what

we are being told is bogus. Any computer with a Windows operating system is OK. Apple Macintosh will not be affected either.

Old computers are a different matter. And while some people are crying that it is a hardware and NOT a software problem, the fact is that, according to Boyer, most hardware and software has some kind of fix on the web. If you don't have Internet access, call the tech support for your machine and check with them. (You should have saved those papers.)

So is Y2K nothing but a big bluff? Like swine flu or the Comet Kohotec?

Yes and no. All U.S. airports have been tested and passed. Social Security and other government offices have been checked and passed. The IRS claims that they are behind and, quite frankly, no one cares.

Overseas, there may be a different problem. Many computers in third world countries are way behind the times. They are still running DOS or some other ancient system, and they may have to deal with the problems which we are only threatened with here.

History tells us that at the first millennium, a thousand years ago, people panicked. They expected the end times... the second coming... the Last Judgment.

It didn't happen. And it won't happen this time either. Trust me.

We have faced this before. Planetary alignment. Nostradamus predictions. Even the promise of a UFO that was to appear at half-time on Monday Night football.

Columnist Dave Barry was right when he pointed out, "Elevators don't need to know what year it is."

Consider this: several people I have talked to say that while stocking up for the millennial doomsday is silly, we should remember that too many of us do not stock up for real natural disasters like earthquakes, tornadoes and floods. We know that those could hit but we tend to buy flashlights the day after the power goes out. A couple of

extra gallons of water stored in the closet can't hurt anyone. And why don't you already have a first aid kit in your home?

Oddly enough, vintners are claiming that we are suffering a shortage of Champagne for the holiday due to stockpiling. Well, we all have our priorities.

In the meantime, the Internet continues to buzz with Y2K jokes: the company that changed all of its Y's to K's — thus Sundak, Mondak, etc.

There was a piece claiming that at Y1K the stone masons demanded a 25% raise since they would now be required to carve four digits instead of three.

My favorite was the press release, allegedly from Seattle, which claimed that Windows 2000 would be Y2K compliant, but would be delayed until the second quarter of 1901.

If you're still worried, do this: unplug your computer before you go home on the last working day of this year. When you come back to work next year, plug it in and turn it on. If it works, you are still alive.

Check These Millennium Dates

by J. Allen Leinberger

January 1, 2000 is not the only date you have to worry about. Consider the following:

July 1, 1999. The first day of Fiscal 2000.

Sept. 9, 1999. The last date of many banking and financial contracts. Since TFN (Till Further Notice) is not an acceptable contract date, many financial types have been writing 9-9-99 on their contracts.

Dec. 31, 1999. The same as above. Contracts needed a date and the last day of the century was good enough.

Jan. 4, 2000. The first work day of the new year.

Feb. 28, 2000. For complicated reasons the year 2000 is NOT a leap year.

Surprise!

Faces in Business



Gregg Hassler

AppleOne Employment Services

Gregg Hassler began his career with AppleOne over 10 years ago. His business savvy and techniques as a sales representative earned him a promotion to regional sales manager in 1991. In 1997, Hassler took over the role of regional vice president for AppleOne's Texas offices. Last year, he was named division vice president and his territory expanded to include offices in the San Diego area. Hassler has been instrumental in creating AppleOne's newest venture: A-Check America, Inc. That service provides comprehensive background screening for AppleOne's clients. Hassler participates in the annual Women & Business Expo, sponsored by the *Inland Empire Business Journal*. This year, Hassler will be returning to serve as a panel judge for the Women of Distinction Awards.

Geoff T. Hamill

Coldwell Banker

Bob LaFever, president of Coldwell Banker Residential Brokerage; and Joseph Calmelat, manager of the local office, have congratulated Geoff Hamill, senior sales associate and preview property director, on his outstanding production for 1998. Hamill has been named as the top associate in the Claremont office, having sold over \$26 million in real estate last year. He is a member of the "Who's Who in Real Estate" national directory. For six consecutive years, Hamill ranked in the International President's Circle-Elite. Known as Coldwell Banker's most prestigious award, it represents the top one percent of sales associates, worldwide.



Greg T. Frech

Merrill Lynch

Gregory T. Frech, a financial consultant with Merrill Lynch, Indian Wells branch, specializes in financial planning, business and private banking services, mortgage and credit strategies along with estate and trust planning. Frech recently achieved certified financial manager recognition from Merrill Lynch after successfully completing a lengthy and arduous examination process. Frech graduated from CSU San Bernardino with a bachelor's degree in business administration. He is also involved in the Royal Rangers, the desert chapter of the California Congress of Republicans, Kiwanis and the Palm Desert Chamber of Commerce.

Donna J. Boyd

CSU San Bernardino

California State University, San Bernardino's College of Extended Learning recently appointed Donna J. Boyd to be assistant dean of marketing. Boyd has been with Extended Learning for more than 11 years, serving primarily as director of



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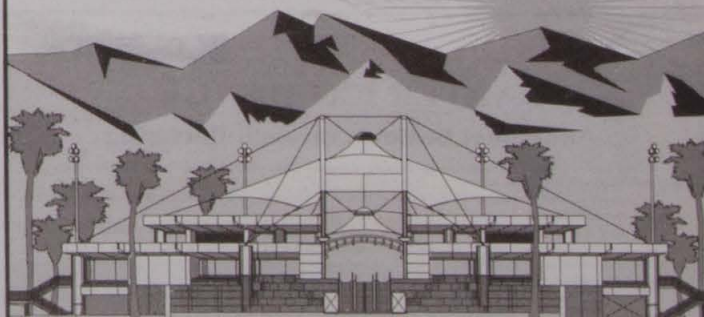
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CORNER ON THE MARKET

"IT ALL STARTS WITH THE EYE" - Aristotle

by Ron Burgess

Each purchasing decision a buyer makes is a multi-sensory experience. Aristotle observed that, "It all starts with the eye." To business people this means that before we process information about a product, consider the price, or determine the integrity of the salesman, we take in environmental sensory stimuli. The old saying "you only have one chance to make a first impression," is another take on Aristotle's maxim.

In a new book by Bernd Schmitt and Alex Simonson, "Marketing Aesthetics, The Strategic Management of Brands, Identity, and Image," the authors raise the ante on corporate and product image. The notion that corporate image is important is not new to many. However, Schmitt and Simonson show how the aesthetics of product and company in fact are critical to the highest levels of success. If you as a business owner or executive have ever had doubts about your budget for corporate image, lobby design, product labeling or instruction booklet graphics, this book makes a case even your tight-fisted controller will embrace.

The total aesthetics supporting product positioning are clearly the major differentiation between the competing products. Assuming the quality and service are appropriate for the market positioning, the aesthetics complete the sale. "Aesthetics offers multiple, powerful, specific, and tangible benefits to organizations," according to Schmitt

and Simonson. These tangibles include:

- Loyalty: The experience is one of the major "satisfiers" to the buyer.
- Premium Pricing: Due to aesthetics, the perceived value is increased by properly positioned products. Aesthetics cut through information clutter — with thousands of images bombarding our lives daily, only the best are remembered.
- Aesthetics build bonds with customers that protect against competitive attack.
- Increased employee satisfaction and longevity: Comprehensive aesthetic marketing includes buildings, work spaces, correspondence and transportation. Employees are more efficient, and can be tougher to lure away by competitors.

These are concrete and monetary benefits which cannot be explained on a financial statement, yet hundreds of companies know that the aesthetic benefits are real and carefully craft entire companies around a concept.

Oakley Sun Glasses is such a company. Built around innovative design and cutting-edge manufacturing technique, they have carved a \$230 million chunk out of the high end of the market. Their new \$40 million facility looks like a robot factory out of Star Wars, illustrating their attention to detail and total devotion to aesthetics. The pay off? Getting \$60.00 for a few bucks worth of glass and plastic.

Likewise, who in their right mind would have thought that the slumping vodka market would sup-

port another brand in the late 70s? The odds were against Absolut, a Swedish distiller in a country that thought all good vodka was Russian. A marketing study warned against attempting to import to the U.S.: however, 10 years later Absolute was clearly here to stay.

How is this possible? Common explanations do not account for a 60 percent market share among imported vodka in the U.S.

Product quality (who can really tell the difference between vodkas?), efficient distribution, or low price do not explain the success. Aesthetics do. A well-integrated identity campaign termed "smart, showy, sassy, sophisticated, sometimes silly, but always stylish," proved to be all of those things where margin was concerned.

Here's an idea for your controller: let's start a café that sells a few flavors of coffee, a few muffins, and open them on every corner! Sound nuts? Can a coffee really be blended that can attract that kind of market? Can we increase the service to create that kind of market? No. While coffee can be blended and flavored many ways, the market is full of very good choices.

The answer is that Starbucks created an "experience" that attracted thousands of customers to its good coffee and adequate service "cafes." Starbucks has well over a thousand outlets now. What Starbucks created was a "place" to sit and retreat for a few moments a day, an environment where total sensory experience brings back customers daily.

The excellent use of coordinated company-wide aesthetics is the reason for their stellar performance. Sure, the coffee is distinctive and good. Is it the best? No, not without the cup and store anyway. Some might argue that together it is the best. But it's the whole experience; not the coffees, biscotti or service and certainly not low price that makes it very good — it's the total aesthetic quality.

But aesthetic marketing is not possessed just by the rich and famous companies. Thousands of

very small businesses can and do very nice jobs of coordinating the aesthetic effect of their businesses. They don't generally gain national recognition because they serve small local markets. One such example is Longmont Dairy Farm, in Longmont, Colorado.

By carefully examining their market, and designing a total product, they have been able to grow and prosper. By developing a market that wanted old-fashioned home delivery in returnable glass bottles, and combining carefully crafted imagery, a new market was created. With an emphasis on quality, and the cows and plant to back it up, Longmont Dairy can assure their customers of the highest standards in taste. So high that the shelf life of their milk is as much as 50 percent longer than "store bought" milk. But the taste is unparalleled compared with plastic or paper containers, which flavor the milk, because of the glass bottles.

Branding Longmont Dairy Farm milk is an important part of its strategy. Everything from the logo to the bottles, trucks and invoices has been influenced by the aesthetics developed based on market positioning. Doubling a capita-intensive business is not easy, but the plans are to do it again in the next five years just as was done in the last five years. Who would believe that a small company with limited capital could flourish selling a commodity? It's aesthetics and hard work.

Marketing "all starts with the eye," but ends with the nose, the ear, touch, emotion, and finally the money. In a marketplace crowded with products, and customers that are sophisticated, the higher degree of image is the aesthetic one. It's a vital strategic edge in creating perceived value.

Ron Burgess is president of Burgess Group, a marketing management consulting company, specializing in relationship marketing and marketing systems integration. He can be reached by phone at (909) 798-7092, e-mail at ronburgess@aol.com or on the web at www.burgessgoup.net.

PWR Line

Taking Care of YOU Increases your Bottom-Line

by Amy Lynn Frost

Frequently, business owners find that the demands of day-to-day work overwhelm their good intentions to care for their most valuable asset — themselves. We find ourselves so busy making things work and managing the grind of getting money in and out that there is no "left over" time to take care of YOU.

How to Identify "BURNOUT"

Learn to identify your own signs and symptoms of burnout. Answer the following questions:

- Are you unable to make decisions?
- Are you having difficulty sleeping?
- Are you having outbursts of emotion out of proportion to the situation?
- Are you feeling physically ill?

Is it harder and harder to meet your goals?

The Cornerstones of Living in Balance

The bottom line in effectively dealing with stress is living in balance. To live in balance you must take care of yourself physically,

"Don't neglect the most important resources you have: YOU, your time, and your energy."

mentally, emotionally and spiritually.

Physically: You must take care of your body. Exercise and eat a healthy diet. Often we drink coffee, smoke cigarettes and skip meals to make more time to work. You can

"make time" by working out and eating routine meals because you will have higher energy and will be able to accomplish more in less time.

Mentally: You must challenge yourself to develop your abilities to make reasoned decisions and effectively manage your time. These skills will put less pressure on you. You can then avoid the STRESS associated with not making decisions, poor decisions, or wasting your time.

Emotionally: Your ability to deal with your emotions will allow you to confront the real issues while acknowledging your emotions separately. Developing a supportive chain of family and friends can be a BIG help. This group can provide you with the support you need by giving you a place to vent, to get a neutral perspective and to develop

an action plan on how to deal with situation.

Spiritually: Your ability to spiritually nourish yourself in the quest to know "why am I here" will allow you to feel comfortable in the "Big Picture." This centered feeling of acceptance will allow you to be able to handle stress much easier. You will be able to see the big picture, better understand your role and see those things you can affect.

Steps to Stay in Balance

Having some stress helps to motivate and invigorate us. Too much stress can be harmful and can lead to burnout. Experiment with the steps presented and discover a balance that is satisfying and unique to your lifestyle.

Find activities that help you relax and make them part of your *continued on page 45*

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Using your WHOLESALE buying power, your cost (barter credits equivalent to cash dollars) you are purchasing at the regular price, however actual cost out-of-pocket is your WHOLESALE COST PLUS YOU STILL HAVE THAT \$200 HARD EARNED CASH IN YOUR POCKET. Now doesn't that sound great? INTERESTED?

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LAW

Paying Less Than They Owe You

by Lazaro E. Fernandez

Many businesses, particularly small ones, sell on open book account and hope that the debtor pays what it owes. Surprise! This is

not always what happens. There are ways for a debtor to pay less than what it owes you. Beware.

Debt settlement cases pose a huge problem for business. You have no security for the payment of

what you are owed.

Suppose you sell a case of widgets to a debtor. The invoice says pay in 30 days. On the 30th day you get a check from the debtor which you cash. On the memo por-

tion, the debtor has written "paid in full" or "full release." You panic — the check is for 70 percent of your invoice. What now? Can the debtor get away with it? Generally speaking, no.

The answer lies in common law rules that focus on whether the debt is disputed or undisputed.

If the original amount is undisputed, the general rule is that your cashing of the below-invoice-amount check will not prevent you from suing for the balance.

The grounds for allowing your lawsuit is that the debtor did not give anything up to you for you to agree to take less than the amount you were owed. The debtor originally owed you the money, and it has a legal duty to pay the amount in full.

On the other hand, if the amount owed has never been originally fixed, or later becomes disputed, you have a problem. The debtor may offer to pay a lesser amount in settlement of the dispute. This may be handled by submitting that lesser amount. The creditor may accept the debtor's offer by cashing the check. This constitutes a new contract for the sale of those widgets, and it is a binding agreement between you and the debtor.

Inserting language in your invoice that a purchaser should immediately call you if there is a problem with the goods and/or services provided may keep you out of that trap.

The disputed debt cases are the hardest ones. One option is to refuse the debtor's settlement offer and sue for the full amount. Remember that a lawsuit is time-consuming, costly, stressful and damaging to business relationships. By the way, what makes you so sure that you will win your lawsuit? Can you collect on that judgment?

The law favors resolution of disputes without litigation. So if there was a dispute, and you cashed the debtor's check, the court may say "you got some money, so go away."

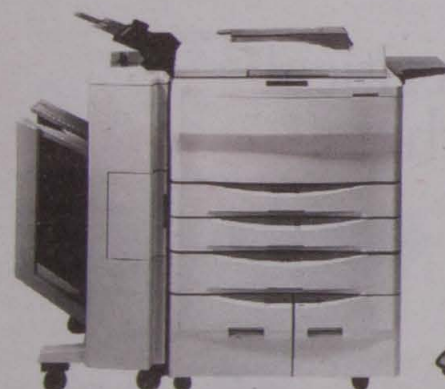
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Don't Be Fooled By Imitators!

continued on page 20

EMPLOYERS GROUP

AB 60 Threatens Employer, Employee Flexibility

by Barbara Lee Crouch

On Jan. 1, 1998, five of the 15 Wage Orders of the California Industrial Welfare Commission were amended to eliminate their daily overtime rules. When the IWC adopted the amendments, it attempted to level the playing field by harmonizing California's overtime rules with federal rules and those of other states. At the same time, it attempted to give employees greater flexibility and the ability to have more time off to address child care needs or to pursue educational, recreational or other personal interests.

Efforts by unions to overturn the IWC's actions failed before the Legislature and the courts during the Wilson Administration. However, the new era introduced by the Davis Administration has stimu-

lated optimism by unions, which now want to reinstate daily overtime and other major amendments to California's wage and hour laws — laws that are already the toughest in the nation. This optimism appears well-justified due to Governor Davis' announced commitment to reinstate daily overtime and dramatically increase California's minimum wage rate, as well.

AB 60 Would Be Devastating

The leading bill designed to address these wage-hour issues, AB 60, was introduced by Assembly Member Wally Knox on Dec. 7, 1998. Employers should make no mistake about the legislation. It may have serious repercussions and damage the positive relationships that have enabled employees and employers to agree to flexible work

arrangements.

Employers should not be naive about the realities of the legislation, which go far beyond the daily overtime standards. AB 60 would, for example; change the daily overtime rules; eliminate the opportunities for flexible scheduling that have been in place since 1976; prohibit 12-hour shifts in industries where they have been widely successful and utilized with employee consent; change the meal period provision of state law; eliminate some "white collar exemptions" that currently exist; modify and narrow other exemptions; increase government monitoring activities and involvement with basic scheduling practices; introduce a religious discrimination provision within the wage hour laws; establish a new system of penalties and administrative proceedings that would burden

employers; and lay a foundation for years of litigation that would eliminate the attractiveness of flexible scheduling arrangements for employers, even where they are supported by substantial employee interest.

Legislation Eliminates Current Flexibility

AB 60 would establish a new act in California that would be called the "Eight Hour Day Preservation and Workplace Flexibility Act of 1999." The act claims it is intended to emphasize the concept of scheduling "flexibility." However, virtually every feature of the legislation that addresses scheduling and overtime issues is intended to eliminate flexibility and reduce the opportunities for employees to work anything other

continued on page 45

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FEATURE SPEAKERS

Eleanor Allen

Eleanor Allen owns Speaker Booking Service in Malibu. She places business people and high-profile celebrities into speaking and professional engagements. Her latest bookings include Astronaut James Lovell, Arianna Huffington, Academy Award winning producer Jon Landau and Larry King.

Kelly L. Austin

Kelly is vice president of Bailey Marketing Concepts/Sandler Sales Institute. As a sales consultant, trainer and coach, Kelly provides her clients with an inventive, yet systematic approach to increase revenue. An extraordinary and fun-filled speaker, Kelly teaches the Sandler selling system and coaches her clients to achieve a lifestyle of personal and economic abundance.



Suze Baez

Suze is one of the hottest stars on the motivation scene. Her unique approach to motivation gets people to raise their hands, raise their standards, raise the stakes and raise their voices to get what they want. Suze teaches people to flex their muscles in a positive direction.



Beverly J. Bailey

Beverly is owner of Bailey Strategic Human Resources, a consulting firm specializing in assisting organizations in avoiding the waste of financial resources through prudent employment practices. With over 20 years of experience in human resources in manufacturing, health care, and engineering Beverly has conducted many productive workshops for businesses.



Tiffany Brain

Tiffany holds a Certified Financial Manager designation with Merrill Lynch. She specializes in working with women and business owners to increase net worth over generations. Co-presenter, Clarissa Schnabel, Financial Consultant, has over 12 years of experience in the financial services industry. She specializes in managing portfolios for business owners and high net worth clients.



Enita Elphick

Enita Elphick, an entrepreneur in an industry known for its glass ceiling, has received the U.S. Small Business Person of the Year Award, the State of California Woman of the Year Award, among many other recognitions. Her global perspective of success starts with family, permeates business and expands through service to the local, state and national community.



Amy Lynn Frost

Amy, MBA, MA Psychology, worked for the Air Force for 21 years as a contract negotiator/TQM facilitator. She is part of the faculty for the University of Phoenix and co-director of Corporate Focus-Corporate Custom Training. Amy coaches, gives seminars, speaks and writes on spirit at work and personal/business life skills.



Dr. Patricia Rodgers-Gordon

Dr. Gordon earned her doctorate from the University of Southern California. She is director of the Career Center at CA State University, San Bernardino and co-owner of Career Solution. Dr. Gordon provides interactive, fun, motivational workshops, and training and helping people of all walks of life determine where they want to go and how to get there.



Cheryl Hilton

Cheryl Hilton has been helping people make the most of their money for the past 12 years. She is past president of the Riverside County Life Underwriters Assoc., a recipient of the "National Quality Award," and has conducted numerous workshops and seminars to major corporations and trade associations. Cheryl is an agent with New York Life and a registered representative for NYLIFE Securities.



Linda J. Hurley

Linda is a local entrepreneur with a corporate background. She is a networker committed to supporting women in business. With humor and gentle concern, Linda believes women must share their success strategies.



1999 WOMEN & BUSINESS EXPO FRIDAY, MAY 21

KEYNOTE SPEAKERS

3rd Keynote Speaker to be announced



Arianna
Huffington



Diahann
Carroll

SEMINAR SESSIONS

SESSION 1 9:50 - 10:50 a.m.

"Think the Unthinkable and Do the Impossible" If you are letting facts stop you, if stress is in your way, if not enough time is your problem, don't miss Rita Kahn's talk. She will inspire you to move beyond all of this, going full speed ahead to do what you love and support your magnificence moment to moment. Rita Kahn

"Reality and the Success Continuum: A Global Perspective" This session focuses on the following issues: The deception of the importance of the impact of negative gender issues and a woman's success; assessing today's actions in determining long and short-term results; and flexibility and detachment in approach and planning for financial start-up. Enita Elphick

"Conflict Resolution" This workshop does not promise an end to conflict—conflict is inevitable and not necessarily harmful. This seminar will redefine conflict, provide strategies that get past impasses, teach you new communication skills, identify the major causes of conflict, help you resolve conflicts without losing relationships, and provide Win-Win strategies. Dr. Patricia Rodgers-Gordon

"Power Networking" As we approach the new millennium, we will find ourselves experiencing a whole new world in the selling of our products and/or services, as well as the day-to-day management of our careers and personal lives. We need to be in tune with the changes taking place, to achieve our goals we are going to have to use a more personal approach. "If we don't start networking, we may find ourselves out of work!" Robbie Motter

"Stress Management for Women" Busy and demanding lives require managing time and commitment in order to avoid stress. The trick is to learn how to function at optimal anxiety levels and avoid dangerous stress. Determine what makes you tick and what ticks you off. Attack stress at its roots and identify 7 main causes of stress. Handle feelings of anxiety and fear in stressful situations. Erma Roquemore

"Taking Control—Financial Management Workshop for Women - Part I" Whether single or married, divorced or widowed, learn to maximize your finances and enjoy the benefits of sound financial management. Part I will focus on cash management, risk management and investment planning. Cheryl Hilton

"How and Why Consumers Buy" Unlock the secret of rapid growth and big profits! Discover what you really want—and find the customers who will help you pay for your dreams. Surround yourself with the people and the ideas that make life worth living and loving. Learn exactly what to say and do to get exactly what you want NOW! Learn the language of success and never be lonely or broke again. Nance Rosen

"Avoid, 'I Want to Think It Over'" Worried you'll end up chasing prospects? Upset you spent so much time and you don't know what's next? Many professionals hear their prospects say "That looks good... I want to think it over." Kelly will teach a method that eliminates the "think it over" in your business. Kelly L. Austin

"Have Fun, Make Money" Learn creative ways to get your business to stand out from the rest. Have fun meeting new and valuable business prospects. Find your niche and promote it to your advantage. Be daring—stretch the envelope—and enjoy the profits! This seminar will help business owners and entrepreneurs utilize these transferable techniques for business growth. Daniel Silverman

"Beyond Spellcheck: Management Was the Driving Force Behind the Project" Learn a proven process for finding embarrassing and costly mistakes (such as names and numbers) your spellchecker can't find. Notice the spellcheck failure in the title of this session. You'll also learn to find mistakes in your own writing. You'll leave this session with the tools you need to produce error-free text. Ronnie Moore

"Does Your Thinking Limit Your Success?" Expand your thinking and increase your possibilities for success. Evaluate your current ideas about money and teamwork. Find out how the results you have in your life are a direct result of the quality of your thinking. Participate in an stimulating and interactive seminar using fun processes and exercises to demonstrate how people's perspectives are limited. Jim Muller

"The Successful Manager in the New Millennium" Generation X, high-tech, information highway, and short-term employment. Learn the 10 best leadership skills that are needed to be successful in managing employees in today's business environment. Beverly J. Bailey

"Heart and Soul for Today's Professional" Learn simple tools and techniques for creating balance, realizing more joy and living your dreams, learn the ways of the "cherished self." Become a magnet for happiness, success and love. Discover how to follow your heart along the road to happiness. Michelle R. Morris

"Reality and the Success Continuum: A Global Perspective" This session focuses on the following issues: The deception of the importance of the impact of negative gender issues and a woman's success; assessing today's actions in determining long and short-term results; and flexibility and detachment in approach and planning for financial start-up. Enita Elphick

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"Stand Up, Stand Out and Make It Happen" Now you can be the master of any situation. Get people to willingly and eagerly follow you. Suze teaches you the magic of influence. How to serve the customer, make the sale and influence the decision maker. Take control of your business and personal relationships. People love to do business with people they like. Suze Baez

"Finding Love (Again): Dating Survival for Today's Busy Woman" What does it take to bounce back and find the right man for the right reasons? Learn 7 keys to dating and finding love. Best places and ways to meet quality men. Secrets of why men fall in love and commit and 10 smart conversations to have before getting naked. Connie Merritt

"Whose Comfort Zone Are You In? How to Lead the Life You Want and Be Happy Everyday!" When you think of stretching your comfort zone, have you first thought of whose comfort zone you are trying to stretch? Get inspired to laugh, learn and grow your own comfort zone. Learn what a comfort zone is, how to overcome obstacles and to feel great everyday! Marilyn Sherman

"Diet and Exercise—FOR YOUR CLUTTER!" Put your clutter on a diet and exercise program with your own personal fitness trainer. Together we can reshape any "mess" into a streamlined wonder by learning specific exercise techniques for clutter in your home and office. Sheila G. McCurdy

"Business Image and the Entrepreneur" It's more than "Dress for Success," it's the ability to create a personal style that attracts business. Learn how to network effectively and market yourself everywhere you go. This session will cover personal dress, phone techniques, mentoring—and developing a personal style! Linda J. Hurley

"Help! I'm Stuck in a Meeting and They Ran Out of Donuts" Gain easy techniques that will distinguish you as a leader. Learn how to lead meetings that reach agreements, make decisions, and find solutions—fast. Now you can stay in control while you make progress toward results. This program is a must if you lead or attend meetings! Steve Kaye, Ph.D.

"Time Management Skills for Busy People" Does it seem like you never have enough time for work projects, family or even DARE I say, time for yourself? Is your time controlling you or are you controlling it? You will learn how to prioritize your time based on what matters, discover the difference between procrastination and incubation, and much more about time management. Amy Lynn Frost

"The Spirit of Leadership" The sexes may be equal, but we are definitely different! Nowhere is this more evident than in our leadership styles. Come learn to delineate the differences between feminine vs. masculine management styles and how to capitalize on these differences and turn them into an advantage in the workplace. Toni Johnson

"Speak for Success: Can You Use More Clients?" Learn how to promote yourself, your company and your service through public speaking—and have fun doing it! This seminar will help you to package yourself for speaking; discover the elements of a successful talk; learn seven tips for marketing events; and teach you how to get paid, professional engagements. Eleanor Allen

"Financial Strategies for Women Business Owners" This financial workshop focuses on managing working capital, using credit to your advantage, rewarding yourself and your employees, planning for succession, and securing your business' future. Tiffany Brain and Clarissa Schnabel

"Avoid, 'I Want to Think It Over'" Worried you'll end up chasing prospects? Upset you spent so much time and you don't know what's next? Many professionals hear their prospects say "That looks good... I want to think it over." Kelly will teach a method that eliminates the "think it over" in your business. Kelly L. Austin

"What One Woman Can Do" "Waiting to follow your dream is like a disease in this country," says Rita Kahn. "First women wait until they graduate. They wait until they lose a few pounds or get a better education. They wait until they retire. I have a mission on this planet to end waiting!" Join us as Rita shows us how to take off the brakes and get our lives going down the road of dreams right now. Rita Kahn

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"Taking Control—Financial Management Workshop for Women - Part II" Whether single or married, divorced or widowed, learn to maximize your finances and enjoy the benefits of sound financial management. Part II will focus on tax planning, retirement planning and estate planning. Cheryl Hilton

"Keeping Your Parachute Ready" Learn how to evaluate your business skills, maintain marketability, and keep a pulse on what you need for continued career growth. Beverly J. Bailey

"Five Keys to Success" Discover the five keys to success in your business or career. Gain practical techniques that help you promote the value of your work. Learn how to sell without appearing to sell. This program is a must if you want to be part of the future. Steve Kaye, Ph.D.

"Tapping Into Your Humorous Self" You will be introduced to and actually use skills which will assist you in making humor a normal part of your life. Humor is a very personal choice or way of viewing the world. We all have the ability to laugh and be funny in our own way. The true test is do I have the courage to dare to be my funny self. This workshop will help you do just that—and have fun doing it! Amy Lynn Frost

"Creating Credible Communications" This session will give you tools for spoken communication that will help you get your message across, increase the odds of being taken seriously and minimize misunderstandings. Learn skills that will enhance your credibility in the workplace and get colleagues, clients, staff and management to communicate effectively with you. Ronnie Moore

"The Superwomen Cap" Are you feeling that everyone "wants a piece of you" and there's nothing left to give? Do you feel guilty for not being able to "do more?" Learn strategies to help better achieve the delicate balance of home, family and work. Toni Johnson

"Whose Comfort Zone Are You In? How to Lead the Life You Want and Be Happy Everyday!" When you think of stretching your comfort zone, have you first thought of whose comfort zone you are trying to stretch? Get inspired to laugh, learn and grow your own comfort zone. Learn what a comfort zone is, how to overcome obstacles and to feel great everyday! Marilyn Sherman

PROGRAM

7:00 a.m.	Registration Booth Display - Networking	10:55 - 11:55 a.m.	Session 2 Lunch - Keynote Speakers
8:30 - 9:40 a.m.	Opening Keynote Session	Noon - 2:15 p.m.	
9:50 - 10:50 a.m.	Session 1	2:30 - 3:30 p.m.	Session 3 Network Reception/Booth Display
		3:30 - 4:15 p.m.	

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FEATURE SPEAKERS

Toni Johnson

Toni Johnson is an Inland Empire-based organizational effectiveness consultant, trainer and executive coach. Her areas of expertise are organizational assessments, change management, team development and leadership programs. Toni is president of Performance Plus and is 1999 president of the Inland Empire ASTD chapter and a charter member of PWR.



Rita Kahn

Rita Kahn, a nationally recognized columnist, TV hostess, and professional speaker, uses lots of humor and outrageous personal inspirational stories that make you realize that you can do it too. She is a Distinguished Toastmaster. You will not want to miss these presentations. Rita was featured in Woman's Day Magazine in their column, "What One Woman Can Do."



Steve Kaye, Ph.D.

Steve shows leaders how to create success. Author of two books and dozens of articles on leadership, with a Ph.D. in chemical engineering and 20 years of corporate experience, Steve knows what works in the real world. Expect to be informed and entertained.

Sheila G. McCurdy

Calling herself "chronically organized," Sheila extends compassion and light humor to anyone's organizing struggles. The owner of CLUTTER STOP®, Sheila also has corporate experience which enhances her ability and intuitive insights to organize in both homes and offices. She speaks throughout Southern California.



Connie Merritt

Connie Merritt, RN, PHN, holds degrees in nursing and business and travels the globe as a highly sought-after speaker and humorist. As a widow for 20 years, she developed this program's positive plan of action and is now married as a result of the information in her books, "Finding Love (Again)," "The Dating Survival Manual for Women Over Thirty," and "Ten Smart Conversations to Have Before Getting Naked."



Ronnie Moore

Ronnie Moore is a solutions-oriented consultant and acclaimed trainer, speaker and writer. She has published many articles for business and general interest publications. She is the author of the international tape program entitled, "The Writing Roadmap: how to write anything... even if you hate to write."



Michelle R. Morris

Michelle is founder of The Cherished Self, an organization that teaches life enrichment tools. Author, speaker and workshop leader, she assists individuals in creating balance, discovering their potential and realizing more joy by learning tools to cherish themselves. Previously, Michelle was director of marketing for Dr. Deepak Chopra.

Robbie Motter

Robbie, owner of Contacts Unlimited, is a marketing and PR consultant, as well as the co-founder and current executive director of the Professional Women's Roundtable (PWR). She is a well-known speaker and for over 14 years has been helping clients expand their business and personal growth.



Jim Muller

Jim Muller works for Productive Learning and Leisure, a seminar company specializing in experiential learning. He has been recognized as a top national workshop leader and consultant and has extensive experience leading presentations on various subjects including communications, relationships and problem solving.



Erma Roquemore

Erma Roquemore is author and life strategist. She has spent the last decade conducting workshops and seminars nationwide and abroad that focus on optimizing intellectual capital and improving human performance. She is solicited by Fortune 500 companies to conduct seminars and workshops that are tinged with wit and humor. Her latest book is entitled, "24k: Goal-Ten Steps to Personal and Professional Success."



Nance Rosen

Nance Rosen left a senior marketing executive position with Coca-Cola Company to host a syndicated radio show entitled, "Nance Rosen Bringing You Business." She is a professional speaker and an author of several publications including, "How and Why Consumers Buy, Secrets of the World's Most Successful Company: Coca-Cola."



Marilyn Sherman

Marilyn Sherman owns Stay Focused Seminars. She helps companies that want to have their employees feel better about themselves and who want to take their current level of success to the next level. She is the author of "Whose Comfort Zone Are You In?" which is the topic of her most popular keynote presentation.



Daniel Silverman

An established life insurance professional for over 20 years, Dan has had lots of fun making lots of money while developing his business. He has spoken to many different groups and been interviewed on TV and radio about how he insures all people (even "Dead Men Walking") at the lowest possible rates.



Eastern Toll Road Opens Opportunities for Businesses

by Cheryl Downey, Special to the IEBJ

The day the Eastern Toll Road opened in October, Rick Miltenberger's round-trip commute shrank to an hour or less. For nearly 10 months, he had suffered through a grueling two- to three-hour drive from his Laguna Hills home to his new job in Corona, impatient for the new road to be finished.

"That extra hour that I get a day means a lot," Miltenberger said. "I have a 13-month-old and I spend that time with him."

The Eastern Toll Road also means a lot to Inland Empire businesses, who find they can tap a larger hiring pool, take on more distant clients, access less expensive commercial space and locate closer to where some employees already live.

"It's going to ease congestion.

It's obviously going to be more effective in terms of time," said Teri Ooms, president and CEO of the Inland Empire Economic Partnership. "That's helpful to our region's business development."

The 24-mile Eastern Toll Road, with various stretches labeled as state routes 133, 241 and 261, extends from the Riverside (91) Freeway near Anaheim Hills to the Santa Ana (I-5) Freeway in Irvine. The \$760 million road opened in two phases on Oct. 18 and on February 22. Motorists can shave an estimated 30 minutes off a peak-hour trip between Corona and Irvine, at a cost of \$3.25 for two-axle passenger vehicles. They can pay with cash or with FasTrak transponders that automatically debit tolls on three public toll roads — the Eastern, the connecting Foothill (241) and the San Joaquin

Hills (73) — as well as the private 91 Express Lanes.

Larry Haupt of Rexco Real Estate Development in Orange said the Eastern Toll Road has boosted Corona commercial development, which now lies within easy commuting distance for business owners and employees who may live in Orange County. He uses the toll road as a selling point for his 250,000-square-foot Corona West industrial park, where four of five buildings quickly filled with tenants.

"It's opened up a whole new market for us," Haupt said.

Tim Hawke, a senior vice president for Grubb & Ellis, agreed. He said he recently convinced two manufacturers in the market for larger quarters to relocate from Orange County to Corona, partly because of the toll road.

"I think better access and land affordability moved them out here," Hawke said.

Existing Inland Empire businesses also find many advantages to the Eastern Toll Road. Both specialized employees and new clients now can be sought in a larger geographic area.

Paying less ...

continued from page 16

A third option is to take the money you have been offered and write-off the balance.

Lastly, the California Commercial Code does have some options that are available to you. But, these provisions will not help you if the debt was truly disputed or not fixed and you took what the debtor gave you as full and final payment of the amount you think you were owed.

Some practical options: Put a notation in your invoices that if there is a problem with the goods, all questions should be addressed to a specific individual. This avoids accepting 20 dollars for a 500-dollar debt. This does not apply to "services." If the debtor does not abide by your notation, there is no agreement between yourselves.

What if the debtor says there is

"It opens an employee base that normally would have been closed to us," said Christopher Perez, principal of CSP Communications in Corona, who needed an experienced public relations executive last year.

Perez hired Miltenberger, who said he would not have considered taking the senior account supervisor post if Perez had not pointed out that the Eastern Toll Road would shorten his commute and offered to pay Miltenberger's FasTrak tolls as part of his compensation package.

Most of CSP Communications' 13 employees have FasTrak transponders for use on the three public toll roads and the 91 Express Lanes, Perez said. And that speeds both commutes and the extensive business driving his employees do.

"Being a regional public relations firm, we have clients in all of the counties from Ventura to Orange," Perez said. "The toll road is another way for us to access those clients quickly."

For additional information on Orange County's public toll road system visit us on the Web at www.tcagencies.com.

a "good-faith" dispute, and you know that is merely a ploy to unload part of what the debtor owes you? Since a bad-faith dispute will result in the debt being classified as liquidated, it is not discharged by settlement. Beware of relying on this. Courts sometimes use different types of tests to determine the intention of the debtor.

Know that these problems exist. Protect yourself and get some good legal advice on how to do it properly.

Lazaro E. Fernandez is a partner in the Riverside firm of DesJardins, Fernandez & Smith, LLP. The firm concentrates its practice in the civil, business, real estate and bankruptcy areas. This article is for discussion purposes only and is not intended as legal advice. Readers are urged to contact an attorney with fact-specific questions.

ADVERTORIAL

Dream a Little Dream

You had a dream. You always wanted to own your own business. Sounded great, right? Flexible hours, no more crabby bosses, great pay. Hey, we've all read those ads that start with "Be your own boss and make bazillions in the privacy of your own home!" So, you bought the sign and you did it, you kissed your old job good-bye. Good for you. You're living the American dream. Many of us only fantasize about it. But my guess is our fantasies are slightly different from the realities most small business owners face each and every day.

You can see some of the issues just from the phrase "small business." No legal department to perform risk management. No accounting department to produce those monthly financials. No property management department to keep the physical plant in tip-top shape. Nope, it's just you, your dream, and your small business staff. And yet, the number of small businesses continues to grow. In fact, small businesses were the engine that drove California out of the recession of the early 90s. While some still fail, many continue to prosper and expand. The really successful companies are realistic about what it takes to be successful.

Most entrepreneurs are "big picture" people. Most of the minutia is out-sourced to good accounting and legal firms. A relationship with professional bankers can help too. You need someone who knows your business, wants to help you succeed, has the products your business needs and capital to grow with you as your needs expand.

You should try banking with Inland Empire National Bank. Let us make your life easier with things like courier service so you don't have to leave your business. We know how vital cash management services are to small businesses. That's why we offer Execubank, our electronic banking program, free to our deposit customers. Ask your CPA about the importance of cash management and then call us about our sweep accounts. Would you like to give your employees extra benefits at no cost to your business?

Then ask us about our Royal Club. Open your business checking account with us and we'll give you free Execubank AND give your employees a free checking account with no minimum balance, no service charge — no kidding.

Since we're "big picture" people too, we'd like to ask: "what

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continued on page 45

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Top Travel Agencies

Ranked By Sales in the Inland Empire (1998)

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Company Name/Address City/State/Zip	1998 Sales I.E. Only	I.E. Staff	Business Mix: Corporate Leisure	Systems Used	Specialties	Top Local Exec. Title Phone/Fax E-Mail Address
1. Associated Travel International 2940 Inland Empire Blvd., Ste. 130 Ontario, CA 91764 <i>Address effective mid April 1999</i>	\$23 million	23	90% 10%	United Airlines, Apollo Focal Point, American Airlines, Sabre	Corporate, Groups, Meeting Incentives, Leisure, Sports	Kevin Martin Vice President Operations/CFO (909)483-3366/941-0714
2. Anderson Travel Service 700 East Tahquitz Canyon Palm Springs, CA 92262	18 million	50	10% 90%	Sabre	Travel, Cruises, Groups	Lois Anderson Owner (760) 325-2001/325-5127 gada5555@aol.com
3. Sunward Adventures 1015 Alessandra Blvd., Ste. 180 Riverside, CA 92508	12 million	8	35% 65%	Apollo	Caribbean, Mexico, Hawaii, South Pacific, Cruises	Brian Kerr/Gary Davis Owners (909) 697-6895/697-6898
4. Travelbridge 707 E. Tahquitz Canyon, Ste. 18 Palm Springs, CA 92262	8.5 million	13	20% 80%	Sabre	Mexico, Hawaii, Cruises, Tours	Patricia S. Frias Manager (760) 864-1300/864-1302
5. Uniglobe Maxima Travel 3711 Main Street Riverside, CA 92501	8 million	11	80% 20%	Apollo Focal Point	Corp. Travel Mgmt. Cruises, Groups	Peggy Norton President (800) 333-9420/(909) 784-6918 sw.maxima@uniglobe.com
6. Laura's Travel Service, Inc. 298 E. Citrus Ave. Redlands, CA 92373	7.8 million	WND	40% 60%	Apollo	Excellent Customer Service, Special Interest Groups	Lynda Schauf Vice President/G.M. (909) 793-7551/793-9417 laura@laurastravel.com
7. American Express/Regency Travel & Cruise Vacations 701 N. Haven Ave., #110 Ontario, CA 91764	6 million	9	50% 50%	Sabre, E-Mail	Tours, Cruises, Incentive Groups	Jim M. Roberts President (800) 727-9227/(909) 941-0100 shiplun@aol.com
8. All-Ways Travel/American Express Travel 373 S. Mountain Ave. Upland, CA 91786	5.5 million	6	10% 90%	Sabre	Cruise Vacations, Customized Tour Packages	Rita Warshaw Owner (909) 981-8724/949-2750
9. LaMasters of Fine Travel Inc. 26780 Ynez Ct. Temecula, CA 92591	5.5 million	10	40% 60%	Apollo	Hawaii, Cruises	Ruth McCann President (909) 699-8199/699-0743
10. Surely You Travel 24905 Sunnymead Blvd., Ste. B Moreno Valley, CA 92553	5 million	7	60% 40%	Sabre	Corporate Travel Including Cruises, Tours, Groups, Flexible Independent Travel	Shirley Jensen Owner/President (909) 485-3387/243-0317
11. Carlson Wagonlit Travel 3055 S. Archibald Ave., Ste. G, Ontario, CA 91761 2025 River Rd., Norco, CA 91760	4.5 million	14	90% 10%	Apollo Focal Point Sabre	Southwest Corporate, Cruises, Tours, International	Teresa L. Bennett, Owner (909) 930-6188/930-6195 (909) 735-1131/270-2872
12. Uniglobe Crown Travel, Inc. 268 W. Hospitality Lane., Ste.109 San Bernardino, CA 92408	4.1 million	5	60% 40%	Apollo Focal Point	Corp. Travel Mgmt., Cruises, Bus. Group Meet.,Tours, Mun. Govt., Hosp., Schools	Norman H. & Eileen J. Monson Owners (909) 888-9650/888-4497 sw.crown@uniglobe.com
13. Uniglobe Proficient Travel 14726 Ramona Ave, Ste. 104 Chino, CA 91710	4 million	7	80% 20%	Apollo Focal Point, Trams Southwest	Cruises, Packages Complete Corporate Travel Management, 24-Hour Service	Yeni Colf Owner (909) 393-5459/393-5464 sw.proficient@uniglobe.com
14. Carlson Wagonlit Travel/University Travel 24899 Taylor St. Loma Linda, CA 92354	4 million	13	50% 50%	Sabre	Cruises, Tours, Honeymoons, Group & International Packages, Hawaii	Cheryl R. Harrison President (909) 796-8344/799-6757
15. MTS Travel 420 W. Baseline Rd., Ste. D Claremont, CA 91711	3.7 million	8	80% 20%	Apollo	Africa, Asia, Missionary Travel	Yeshoda Kader Branch Manager (909) 621-0947/621-6502
16. V.I.P. Travel 2012 N. Riverside Ave. Rialto, CA 92376	3 million	5	55% 45%	Apollo Focal Point	Small Business, Group, Cruise, Corporate, Incentive	Barbara Ott Owner (909) 874-1750/874-0926
17. Carlson Wagonlit Travel - Air Sea Travel 1655 Mountain Ave., #115 Upland, CA 91784	3 million	7	20% 80%	Apollo Focal Point	Asian Market, Honeymoons, Cruises	Theresa Lock Owner/Manager (909) 981-1755/920-3693 theresa-airseatl@yahoo.com
18. Golden Globe Travel 202 Inland Center Mall San Bernardino, CA 92408	3 million	5	5% 95%	Sabre	Hawaii	Bilal M. Bange President (909) 889-9924/889-1258
19. La Bodega Cruise & Travel 345 N. Riverside Ave. Rialto, CA 92376	3 million	6	5% 95%	Sabre	Cruises, Leisure Travel,	Rebecca Burkhead Owner (909) 874-4820/874-3708

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Leading Your Organization to Success

by Ruth Ellen Rohr

The March 1999 issue of the *Inland Empire Business Journal* announced 200 new businesses. Turn the page and you'll see over 50 bankruptcy listings. How does a business go from the excitement and enthusiasm of opening its doors to the public, to the disappointment and financial burden of bankruptcy? How can you be sure that your business will be one of the success stories?

One of the keys to success in any organization is strong leadership with a focus on people. Many business owners and managers possess the functional skills required to run a business – the ability to finance, market and direct operations. However, as noted leadership expert Warren Bennis points out, most organizations today are “over-managed and under-led.” Often, businesses are not focused on the most important asset they have – their people. How can small businesses, with often limited resources, make more of a commitment to developing their employees and improving their chances for success?

The answer to this challenge lies in a leader who is dedicated to open communication and a collaborative work environment. Small businesses have great potential to create a community atmosphere where each employee has a voice in the decision-making process. Employees in small organizations typically wear many hats and work together towards com-

mon goals. Nurturing this type of team-based environment can create a motivated workforce which will help lead your company to success.

Strong leadership, however, must begin with a strong leader. Leaders must model the types of behaviors they wish to develop in their employees. The bachelor's and master's programs in organizational leadership at Chapman University

were designed to help develop the key skills required for 21st century leaders: communication, motivation, team-building, and leading change. For more information about Chapman University's program offerings at the Ontario Academic Center, contact Bob Remington at (909) 481-4348.

Ruth Ellen Rohr is the program coordinator for Organizational Leadership programs at Chapman University's home campus in Orange, California. The programs are designed for mid-career professionals in any type of organization or industry and are offered at the Orange campus, as well as several satellite academic centers in Southern California. Rohr can be reached at rrohr@chapman.edu.

dinator for Organizational Leadership programs at Chapman University's home campus in Orange, California. The programs are designed for mid-career professionals in any type of organization or industry and are offered at the Orange campus, as well as several satellite academic centers in Southern California. Rohr can be reached at rrohr@chapman.edu.

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Amusement Attractions in the Inland Empire

Listed Alphabetically

Attraction Address City, State, Zip	1998 Attendance Age Group Year Opened	Owner Headquarters	Activities	Top Local Executive Title Phone/Fax E-Mail Address
American Wilderness Zoo & Aquarium 4557 One Mills Circle Ontario, CA 91764	na All 1997	Ogden Entertainment New York	Simulator Ride, Zoo, Aquarium, Gift Shop, Restaurant	John Ferry General Manager (909) 481-6604/987-9584
Castle Amusement Park 3500 Polk St. Riverside, CA 92505	1.5 million All 1974	Bud Hurlbut Buena Park, CA	Over 65 Rides & Attractions Including 4 Miniature Golf Courses, Go-Karts, Petting Zoo, Ponies, Big Top Restaurants	Ed Cooper General Manager (909) 785-4141/785-4177
Dave's California Skate 12710 Magnolia Ave. Riverside, CA 92503	na 5-20 1978	David B. McPherson Riverside, CA	Roller Skating Rink (Public Skating 4 Days a Week)	Norman Hosking Manager (909) 354-7061/735-6127
Fiesta Village Family Fun Center 1405 E. Washington St. Colton, CA 92324	na All 1974	Scott Garrett Colton, CA	Miniature Golf, Batting Cages, Race Cars, Water Slides, Lazer Tag, Bumper Buggies, Snack Bars, Roller Skating	Don Pendleton General Manager (909) 824-1111/423-0192
Game Works 4541 Mills Circle Ontario, CA 91764	na All 1997	Dream Works, Universal Studios, SEGA Universal City, CA	Multi-Player Interactive Games Restaurant/Bar	Mario Valdez General Manager (909) 987-4263/987-1312 mvaldez@gameworks.com
The Living Desert 47-900 Portola Palm Desert, CA 92260	285,000 All 1970	Non-Profit Membership Org. Palm Desert, CA	Desert Wildlife, Botanical Park, 120 Animal Species, Gardens, Animal Shows, Childrens Educational Programs	Karen Sausman Executive Director (760) 346-5694/568-9685
Moonridge Animal Park 43285 Goldmine Dr. Big Bear Lake, CA 92315	85,000 All 1959	Big Bear Valley Recreation & Parks Big Bear Lake, CA	Exhibits of Alpine Wildlife, Wildlife Rehabilitation Center	Don Richardson Curator (909) 866-0183/391-3160
Orange Empire Railway Museum 2201 S. "A" St. Perris, CA 92570	3,500 All 1958	Non-Profit Private Museum Perris, CA	Trolleys and Trains. Spring Rail Festival April 24-25	Tom Jacobson President/CEO (909) 943-3020/943-2676
Palm Springs Aerial Tramway One Tramway Rd. Palm Springs, CA 92262	380,000 All 1963	Mt. Jacinto Winter Park Authority Palm Springs, CA	Tram Ride, Hiking, Camping (Summer), Cross Country Skiing, Snow Tubing (Winter)	Bob Leo General Manager (760) 325-1449/325-6682 pstramway@earthlink.com
Pharaoh's Lost Kingdom 1101 California St. Redlands, CA 92374	na All 1996	Aladdin Entertainment Redlands, CA	Water Park, Amusement Rides, Miniature Golf, Bumper Boats, Race Cars, Sky Coasters, Children's Play Center, Arcade, Slot Cars, Banquet & Picnic Fac., Sports Lounge, Billiards, Laser Tag, Amphitheater	Rich Woodhouse General Manager (909) 335-7275/307-2622
Roy Rogers - Dale Evans Museum 15650 Seneca Rd. Victorville, CA 92392	100,000 All 1967	Non-Profit Victorville, CA	Personal Museum	Roy Rogers Jr. President (760) 243-4548/245-2009
San Diego Wild Animal Park 15500 San Pasqual Valley Rd. Escondido, CA 92027-7017	1.8 million All 1972	Zoological Society of San Diego San Diego, CA	Zoo, Animal Exhibits, Animal Shows, Monorail	Robert McClure General Manager (760) 747-8702 bmccclure@sandiegozoo.org
Scandia Amusement Park 1155 S. Wanamaker Ave. Ontario, CA 91761	400,000 All 1992	Scott Larson Ontario, CA	100-Foot-Tall Roller Coaster, 21 Rides & Attractions, 2 Miniature Golf Courses, Race Cars, Bumper Boats, Arcade, Batting Cages	Scott Larson President/G.M. (909) 390-3091/390-3093
Skate City 28860 Front St. Temecula, CA 92590	na All 1992		Roller Skating Fun Center	Jack Den General Manager (909) 676-7333
Upland Family Fun Center 1500 W. 7th St. Upland, CA 91786	na All 1972	Palace Entertainment Irvine, CA	4 Miniature Golf Courses, Water Bumper Boats, Go-Karts, Batting Cages, Big Top Area (6 Rides), Large Arcade, Bullwinkles Food	Jamie Schaefer Manager (909) 981-5251/920-9390 uplandbull@aol.com

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**Inland Empire
Business Journal**

For Insight on Inland Empire Business ...

At deadline...

continued from page 3

Sheriff's Department and San Bernardino Valley College are offering a special course to local business owners, managers and employees. The "Business Academy" teaches people in key positions in a business how to recognize possible criminal activity which can affect a business's operations. Topics will include crimes against property such as burglary and theft; employee issues; check fraud; crime scene preservation; surveillance systems; fingerprinting, interviewing, narcotics and drug abuse; and gang awareness and recognition.

The \$55 course starts April 7 and will be held on Wednesday evenings through September. College credit may be given for the course. For more information, call (909) 880-2695.

Web Site Opens for "Harassment ReportLine"

A company which specializes in keeping businesses abreast on

State OKays...

continued from page 3

health plans by July 1. The state will select plans for those beneficiaries who choose not to do so for themselves.

In the Two-Plan Model managed care program, Inland Empire Health Plan (IEHP) is the publicly sponsored, not-for-profit, local initiative health plan. Molina Medical Centers is the privately-owned, commercial, for-profit health plan. DHS will contract with both health plans to provide medical services to mandatory aid code Medi-Cal beneficiaries in both Riverside and San Bernardino counties. Mandatory aid codes include most recipients in Temporary Assistance for Needy Families programs, formerly Aid to Families with Dependent Children.

"IEHP has been certified, staffed and eager to welcome additional Inland Empire Medi-Cal beneficiaries into our health plan for years," said Richard Bruno, IEHP CEO. "Everyone at IEHP has waited a long time for this day. We are extremely happy the state has given us the green light to proceed," he said.

IEHP contracts with over 600 physicians and 23 hospitals in the Inland Empire.

top of sexual harassment issues has expanded its services to cyberspace. Harassment ReportLine, a telephone service which gives employees a third-party resource to document harassment allegations, has opened a Web site to distribute information on preventing harassment.

The site, www.harassmentre-

portline.com provides employers with detailed information for distribution to employees. Included is information on recent court decisions, proper investigative steps and procedures, and liability reduction.

Palm Desert National Bank in Rancho Mirage

The newest branch of Palm

Desert National Bank opened on March 22 in Rancho Mirage. The new 4,000-square-foot facility has been newly remodeled and includes drive-up and 24-hour ATM services. It is located at the corner of Country Club and Highway 111. The manager is Bernadette Paradis, a bank vice president, who has 25-years of industry experience.



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Fast Facts From San Bernardino Convention & Visitors Bureau

Hospitality and value come first in the city of San Bernardino. Whether you want wineries; quaint villages; lush, green, mountain resorts; or Victorian mansions, we have it all.

Easily accessible from the new Ontario International Airport, a variety of affordable accommodations are offered with more than 1,000 rooms available for small or large groups. These range from the full-service Hilton, Radisson, and the new Patton Station Resort to limited service including the Astro Motel, Comfort Inn, Econo Inn & Suites, EZ8 Motel, Hospitality Inn, La Quinta, Royal Motel, Super 8 Motel, Travelodge and Villager Lodge.

A unique selection of meeting space is available for event coordinators. The Convention Center, connected to the Radisson Hotel, has 19,000 square feet of flexible meeting space including the grand ballroom with 13,000 square feet and a 12-foot ceiling. Nine breakout rooms

ranging from 300 to 1,800 square feet are adjacent to the ballroom.

The National Orange Show Events Center, located 2 miles south, offers 100,000 square feet of free-standing space and can easily accommodate groups of 5,000. Located on Hospitality Lane, the Hilton Hotel offers 10,000 square feet of flexible space, including a 5,000-square-foot ballroom with a 12-foot-ceiling and nine adjacent breakout rooms ranging from 300 to 600 square feet. The new Patton Station Resort in nearby Highland will offer a 10,000-square-foot ballroom which can be divided in two.

A variety of additional meeting space includes Cal State University, San Bernardino with eight rooms plus the Yasuda Center suited for 20 to 500 people, and the Student Union Center accommodating 100 to 1,000 people. Additional classroom space including large lecture halls (many with tiered seating), the gymnasium, computer classes and the 5,000 seat

Coussoulis Arena is also available, along with dorm-style accommodations. Edwards Mansion, a four-acre special event complex, offers seven rooms accommodating groups from 15 to 1,000 people.

Pharaoh's, a theme park including meeting and banquet space for 400 people, also provides an outdoor amphitheater offering 3,000 capacity theatre-style seating and a group party area for up to 1,000 people. The San Bernardino Baseball Stadium has permanent tiered seating for 5,000 and an adjacent banquet area for smaller groups.

Ample restaurants are located in the downtown and Hospitality Lane area, along with live theater, museums and unique shopping. Plan your conference or function to coincide with our great special events including The National Orange Show over Memorial Day weekend, the Renaissance Pleasure Faire (weekends April through May), the Little League Western Regional tourna-

ment in mid-August, Stater Bros Route 66 Rendezvous the third weekend in September, and Airshows over America at the former Norton AFB the third weekend of October.

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San Bernardino

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201 N. "E" St., Suite #103
San Bernardino, CA 92401
(909) 889-3980 • Fax (909) 888-5998
shenthorn@ee.org
Exec. Director: Steve Henthorn

Route 66 Territory

Visitors Bureau
2400 San Dimas Canyon Rd., #318
La Verne, CA 91750
(909) 592-2090 • Fax (909) 592-9114
Exec. Director: Bob Lundy

Temecula

Temecula Valley Chamber of Commerce
27450 Ynez Rd., #104
Temecula, CA 92591
(909) 676-5090 • Fax (909) 694-0201
Exec. Director: Alice Sullivan

Big Bear

Big Bear Chamber of Commerce
P. O. Box 2860, Big Bear Lake, CA 92315
(909) 866-4607 • Fax (909) 866-5412
info@bigbearchamber.com
Road Condition (909) 866-ROAD
Exec. Director: David Leno

Lake Arrowhead

Lake Arrowhead Communities
Chamber of Commerce
P. O. Box 219, Lake Arrowhead, CA 92352
(909) 337-3715 • Fax (909) 336-1548
lachamber@js-net.com
Mrktg. Director: Leslie Saint McLellan

Palm Springs

Visitors Information Center
2781 N. Palm Canyon Dr.
Palm Springs, CA 92262
(760) 778-8418 • Fax (760) 325-4335
Manager: Gina Jukes

Palm Springs Desert Resorts

C. V. B.
69-930 Highway 111, Suite 201
Rancho Mirage, CA 92270
(760) 770-9000 • Fax (760) 770-9001
psdrcvb@earthlink.net
President: Michael E. Fife

Victor Valley

Victorville Chamber of Commerce
14174 Green Tree Blvd.
Victorville, CA 92392
(760) 245-6506 • Fax (760) 245-6505
vvchamber@vvchamber.com
Contact: Michele Spears

Hemet

Hemet Visitor and Tourism Council
Hemet Chamber of Commerce
395 E. Latham Ave., Hemet, CA 92543
(909) 658-3211 • Fax (909) 766-5013

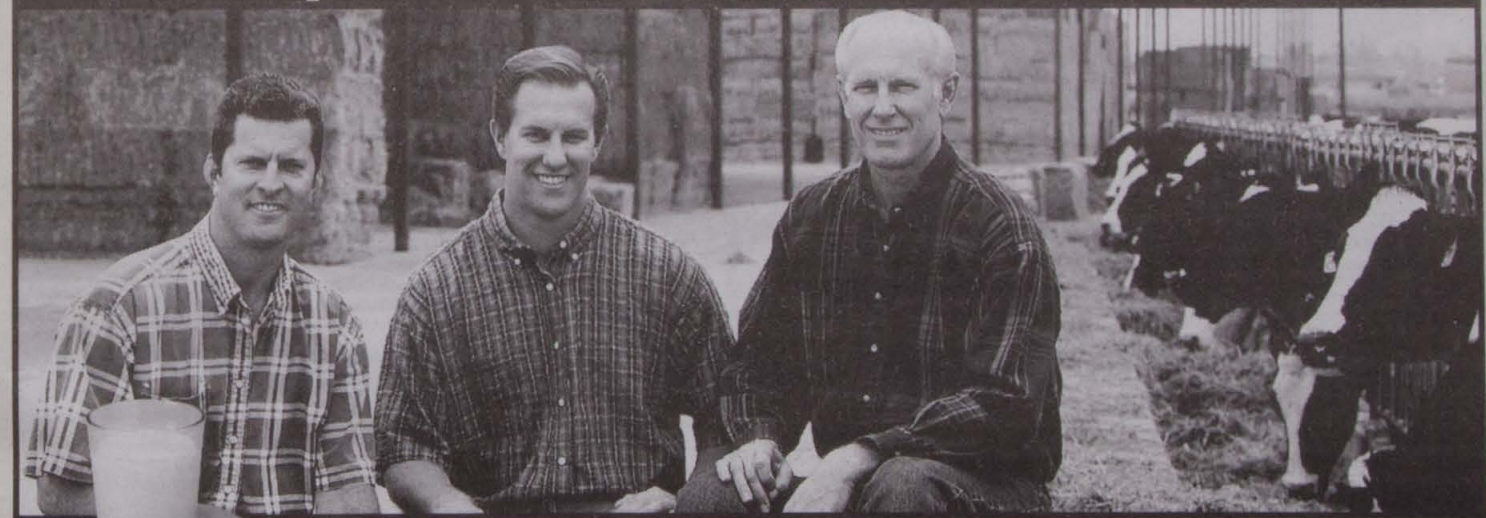
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Convention Bureau
3737 6th St., Riverside, CA 92501
(909) 222-4700 • Fax (909) 222-4712
riversidecb@linkline.com
Pres., Entr. Hosp. Corp.: Ted Weggeland
V.P. of Sales: Debbie Megna

Idyllwild

Idyllwild Chamber of Commerce
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Ranked By Number of Rooms

	Resort Address City/State/Zip	# of Rooms # of Suites # of Employees	Rate Range Year Built Last Renovated	Owner Headquarters	Amenities	General Manager Phone Fax E-Mail Address
1.	Town & Country Resort 500 Hotel Circle No. San Diego, CA 92108	1,000 50 750	\$110-150 1953 1997	Atlas Hotels San Diego, CA	27 Holes Golf (Special Package), 4 Pools, Spa, Adjacent Tennis Courts, Next to Fashion Valley Mall	Duke Sobek (619) 291-7131 (619) 291-3584
2.	Marriott's Desert Springs Resort & Spa 74855 Country Club Dr. Palm Desert, CA 92260	884 51 1,500	\$175-470 1987 1991	Marriott International, Inc. Washington, DC	36 Holes Golf (Special Package), 20 Tennis Courts, 5 Pools, Spa, 11 Food/Beverage Outlets, Shopping Colonnade	Tim Sullivan (760) 341-2211 (760) 341-1872
3.	Arizona Biltmore Resort & Spa 24th St. & Missouri Phoenix, AZ 85016	720 77 1,000+	\$165-1,835 1929 1996	Grossman Co. Properties Phoenix, AZ	36 Holes Golf (Special Packages), 7 Tennis Courts, 8 Pools, Spa, 5 Restaurants, Water Slide	Jim Ball (800) 950-0086 (602) 954-2548
4.	La Quinta Resort & Club 49-499 Eisenhower Dr. La Quinta, CA 92253	640 22 900	\$275-3,500 1926 1994	KSL Recreation Corp. La Quinta, CA	Shopping, 5 Restaurants, Golf/Tennis Schools	Eric Affeldt General Manager (760) 564-4111 (760) 564-5718
5.	The Phoenician 6000 E. Camelback Rd. Scottsdale, AZ 85251	581 73 1,700	\$185-1,725 1988	Starwood Hotels & Resorts New York	27 Holes Golf (2 Special Packages), 12 Tennis Courts (Special Package), 9 Pools, Spa (3 Packages), Children's Program	Mark Hodgdon (602) 941-8200 (602) 947-4311
6.	Hyatt Regency Scottsdale 7500 E. Doubletree Ranch Rd. Scottsdale, AZ 85258	493 25 700	\$165-385 1986 Ongoing	Gainey Drive Associates Chicago, IL	27 Holes Golf, 8 Tennis Courts, Beach, Pool, Spa, Hopi Learning Center, Sonwai Spa, Coffee Bar, Waterfall Juice Bar	Bill Eider-Orley (V.P.) (602) 991-3388 (602) 483-5550
7.	Riviera Resort & Raquet Club 1600 N. Indian Canyon Rd. Palm Springs, CA 92262	475 35 350	\$79-500 1959 1992	So. Cal. Carpenters Pension Trust Los Angeles, CA	9 Tennis Courts, 2 Pools, 2 Spas, Putting Course, Volleyball, Restaurant, Room Service	Jim Manion (760) 327-8311 (760) 778-2560
8.	San Diego Paradise Point Resort 1404 W. Vacation Rd. San Diego, CA 92109	462 103 400	\$135-365 1962 1994	Noble House Resorts Kirkland, WA	18-Hole Putting Course, 6 Tennis Courts, Beach, 6 Pools, Spa, Fitness Center, Volleyball, Marina, Bicycle Rentals	Tom Vincent (619) 274-4630 (619) 581-5929
9.	Wyndham Palm Springs Hotel 888 Tahquitz Canyon Way Palm Springs, CA 92262	410 1 250	\$99-350 1987 1996	American Property Mgmt. Albuquerque, NM	Spa, Pool, Restaurant	Onofre Gallegos (760) 322-6000 (760) 322-5351
10.	Doubletree Paradise Valley Resort 5401 N. Scottsdale Rd. Scottsdale, AZ 85250	387 13 400	\$89-215 1984 1998		Golf Packages Available, 2 Outdoor Tennis Courts, 2 Pools, Health Club & Spa, Near Fine Shops	Don Bomer (602) 947-5400 (602) 946-1524
11.	Hyatt Grand Champions Resort 44-600 Indian Wells Ln. Indian Wells, CA 92210	338 338 400+	\$145-1,020 1986 1998		36 Holes Golf, 12 Tennis Courts, 20 Private Villas	Barry D. Kaplan (760) 341-1000 (760) 568-2236
12.	Radisson Resort & Spa Scottsdale 7171 N. Scottsdale Rd. Scottsdale, AZ 85253	318 35 300	Seasonal 1977 1994		21 Tennis Courts, 3 Pools, Spa, Andre's Restaurant, Taps Micro Pub	Greg Carrish (602) 991-2818 (602) 948-9843
13.	Doubletree Hotel & Golf Resort P.S. 67-967 Vista Chino Palm Springs, CA 92263	285 15 200	\$89-270 1985 1998	CapStar Hotels Washington, DC	27 Holes Golf (Special Package), 10 Tennis Courts (Special Package) 18,000 Sq. Ft. Meeting Space	Bruce Cameron (760) 322-7000 (760) 322-6853
14.	Ramada Resort Inn & Conf. Ctr. 1800 E. Palm Canyon Dr. Palm Springs, CA 92264	255 14 80	\$49-129 1970 1995	KI West LLC Oregon	Pool, 2 Spas, Massage Facilities, Exercise Room, Saunas, 2 Restaurants, Gift Shop, Mini Refrigerators, Coffee Makers, Hair Dryers	Helen Kim (760) 770-2696 (760) 322-1075 psramada@aol.com
15.	The Ritz Carlton Rancho Mirage 68-900 Frank Sinatra Dr. Rancho Mirage, CA 92270	240 21 500	Seasonal 1988 1998		18 Local Courses Available (Special Package), 10 Tennis Courts, Pool, Spa, Fine Dining, Fitness Center, Lounge Entertainment	Lenny Zilz (760) 321-8282 (760) 321-6928
16.	Lake Arrowhead Resort 27984 Hwy. 189 Lake Arrowhead, CA 92352	177 4 98	\$79-259 1983 1996	N/A	2 Tennis Courts, Private Beach on Lake, Pool, 2 Spas, Coffee Makers, On-Command Movies, Mini Bars	Wayne A. Austin (909) 336-1511 (909) 336-1378
17.	Palm Springs Marquis Conference Resort 150 S. Indian Canyon Dr. Palm Springs, CA 92262	161 5 265	Seasonal 1985 1999	Palm Springs Marquis, Inc. Palm Springs, CA	2 Championship Hard Surface Tennis Courts (Golf & Tennis Special Packages), Outdoor Heated Pool, Spa, Fitness Facilities, In-Room Movies	James M. Bullock (760) 322-2121 (760) 322-2380 jbullock@palmsspringsresort.com
18.	The Boulders Resort 34631 N. Tom Darling Dr. Carefree, AZ 85377	160 Casitas 40 Villas 678	\$175-525 (Casitas only) 1985	Carefree Resorts Patriot American Hospitality Phoenix, AZ/Dallas, TX	36 Holes Golf (Special Package), 8 Tennis Courts (Special Package), Pool, Spa, 5 Restaurants, Desert Tours, Museum	Rick Riess (V.P.) (602) 488-9009 (602) 488-9428
19.	Palm Springs Courtyard by Marriott 1300 Tahquitz Canyon Palm Springs, CA 92262	149 12 52	\$59-179 1989 1998	Marriott International, Inc. Washington, DC	Outdoor Pool, Outdoor Spa, Workout Room, Guest Laundry	Jim Zeltner (760) 322-6100 (760) 322-6091
20.	Northwoods Resort & Conference Center 40650 Village Dr. Big Bear Lake, CA 92315	141 8 120	\$99-184 1995	Hotel Mgmt. Inc. DBA Northwoods Resort Big Bear, CA	Pool, Spa, Ski Packages, Exercise Room, Sauna, Restaurant, Lounge	Tom Johnson (800) 866-3121 (909) 866-1451 info@northwoodsresort.com
21.	Highland Springs Resort & Conf. Ctr. 10600 Highland Springs Ave. Beaumont, CA 92223	92 2 45	\$45 up 1971 1994	Highland Springs Resort Beaumont, CA	3 Tennis Courts, Pool, Spa, Horseback Riding, Walking Trails, Team Building Activities	(909) 845-1151 (909) 845-8090 highland@pdc.net

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the resorts listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 1999 Inland Empire Business Journal.

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ADVERTORIAL

GameWorks Wins Ontario Mills Best Entertainment Venue for 1998

GameWorks is the quintessential entertainment destination, delivering the best social experience around games. Designed as an engaging game factory for people of all ages, GameWorks' unique social experience combines the blistering pace and heart-racing action of state-of-the-art games with a full bar and full-service grill. GameWorks offers an unparalleled experience where games and people are blended, shaken, and stirred socially and competitively.

The centerpiece in The Arena is Vertical Reality, which made its worldwide debut on MTV. Created by Steven Spielberg and the GameWorks wizards, Vertical Reality allows 8 to 12 players at a time to compete in a blazing vertical challenge game. Strapped into their seats and divided into groups, gamers race the clock to rid the skyscraper of its criminal elements

— ascending up to 24 feet as they succeed, descending in a "free fall" as they get hit. Players become part of the game as they play, rising to new heights with each level they conquer.

The GameWorks design allows for groups of varying sizes to "sneak away" from the main game arena to our GameWorks grill, private meeting rooms, billiard and loft areas. GameWorks and corporate team building go together like race cars and pit crews. Give people challenges then let them work together and succeed as a group.

GameWorks can customize any group event! For more information on group celebrations, corporate team-building programs, exclusive events, cocktail receptions and more, contact our group sales department in Ontario at (909)-987-4263 or in Orange County located at The Block at Orange at (714) 939-9690.

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Success... Developing Your "Top 10" List

How do you measure success? Whether it's by increasing annual revenue, attaining a new level of sophistication in products or services, or developing profitable new markets and alliances, you need to look periodically at your operations and make adjustments, so the business is running smoothly and ready to move to the next level.

"Owner-managers are often so involved in their area of particular expertise that they don't take enough time to envision what's going on in their business and anticipate the operational changes that are needed to ensure continued growth and profitability," says Don Dailey, a Cleveland-based PricewaterhouseCoopers Middle Market Advisory Services partner.

If you're running a business, you should consider developing a "Top 10" list of operational issues requiring periodic attention, suggests Dailey. "By referring to your list, you'll stay attuned to adjustments that must be made, so you can continue to reach your larger business goals."

Getting Started

Here are 10 frequently mentioned operational issues, along with some potential solutions, to get you thinking about developing your own list.

Would any of these make it to your

list? How would you rank your 10 priorities?

1. Finding and keeping good employees. Perhaps surprisingly, word-of-mouth is still one of the strongest recruiting tools, supplemented by other "non-traditional" sources, such as trade or industry associations or adult education centers. Beyond that, recruiting talented people requires the proper mix of base pay, short-term and long-term incentives, benefits and "perks," as well as attractive opportunities for career development. Telecommuting and flextime schedules are increasingly popular with employees seeking to balance work/life responsibilities.

2. Developing and maintaining compensation and benefits programs. While cash may be in short supply for most midsize and smaller companies, this need not preclude a meaningful employee compensation system. The compensation package can be tied to company performance and may include incentives, generally in the form of a bonus. Quite often this may be a stock, stock option or "phantom stock" plan. Increasingly, companies are also motivating employees with skill-based pay, gain sharing, and team-based and time-limited awards, with a strong dose of peer review.

3. Improving critical business systems. Don't equate business systems with software packages. Software is a tool to manage business information. First, however, an organization must look to its business plan to determine what information must be tracked, which analysis must be performed, which reports must be generated, and how often. Addressing these issues will guide an organization to the correct software. "As a company grows, issues are created because of the increasing number of transactions," explains Dailey. "Too often, the solution is to upgrade to a more sophisticated software package, to improve processing speed. Instead, it may be worthwhile to review the processes in place, to design a system to drill down for more detail, and provide higher quality information that is more meaningful for management. For example, for companies tracking sales with a system that captures sales numbers, the next step might be to adopt a system that dissects the mix of products and distribution in geographic territories, so management can hone in on the most profitable products and the most advantageous markets."

4. Complying with state and federal regulations. The "rules" don't seem to be getting any easier, even with federal legislation in recent years that has tended to be sympathetic to the interests of closely held businesses. The tax code is not only complex, but also ever-changing. In addition, all businesses must be aware of their environmental practices. Beyond these areas, all employers must ensure that they provide a non-harassing, non-discriminatory workplace.

5. Maintaining timely and accurate accounting practices and policies. Cash flow is the lifeblood of any business, and your accounting practices must be able to accurately monitor related essentials such as inventory, purchasing and collections on a timely basis. "Even large companies lose sight of the fact that receivables and inventory are often untapped sources of liquidity," says Dailey. "Companies should monitor credit-screening criteria and establish a routine process for collecting receivables that age beyond a certain category. Dunning letters and follow-up calls are more likely to be effective in the earlier stages of delinquency."

6. Keeping abreast of changing technology. There are two key issues here: understanding the impact of technology changes specific to your industry (which may involve fierce competitive and proprietary components) and dealing with technologies that affect all of us, such as computers and satellite communications.

7. Developing new marketing and sales paradigms. "Previously, the emphasis was for a company to strive to build a higher quality product for less cost, and deliver it faster," says Dailey. "Today, companies

must go beyond that to make their customers' job easier. For example, a company that traditionally includes multiple pieces in its product might consider a joint venture to sub-assemble the product, to save the customer time and investment. The company might also offer customers added convenience by selling through the Internet."

8. Competing globally. Currencies, languages, cultures, and traditions often serve as a challenge to doing business internationally. Global competition not only touches every American business, but also trains us not to dwell wastefully on "fairness" issues when battling global competitors. The best products and services, ingenuity, and responsiveness are what really win the global business wars. "Realize that you're in a global economy and need to think more globally to compete," suggests Dailey. "Think of your niche or brand as extending beyond our national borders."

9. Fighting information overload. With so much information out there, understanding how to efficiently access and analyze what's really needed, let alone use it advantageously, remains a major challenge to business owners. "Often, technology offers us more information than we can deal with," says Dailey, "but use of activity based costing can eliminate the distractions by identifying product or service drivers. For example, instead of spreading cost over all products, activity based costing specifies which product might require a more costly engineering effort. Such information is important for pricing, production and other product-related decisions. This exercise is a way to understand core products in which to invest."

10. Maintaining control over operations and/or staff. "This is the most important item on our list," says Dailey, "for we find, time and again, a difficulty in mastering a 'larger company' mindset, which usually means expanding the range of executive management and learning to live with declining personal control of day-to-day operations."

To stay successful, owner-managers need to keep a step a-head of operational issues as company requirements change. The top 10 list above is meant as a thought-starter. The challenge for business owners and managers is to create a process that helps maintain an operational overview, indicating when and how to modify business protocols and procedures.

Women & Business Expo
May 21st
see pages 18 & 19

HMOs Help Boost Quality of Health Care for Women

In recent years, there has been a gradual, positive change in the way women are treated by the nation's medical community,

One aspect of this change is that there are more women in medical professions today than ever before in history. A second aspect is the evolution of Health Maintenance Organizations (HMOs), whose administrators and physicians have brought a sense of gender equality to every medical issue.

For centuries, health care problems unique to women were rationalized as unavoidable elements of growing older, becoming pregnant, or facing menopause. Historically, the U.S. health care industry has been guilty of excluding women from clinical trials of new treatment strategies; researchers have rarely explored the ways in which healing processes and drug reactions differ between women and men.

Finally the health care community has begun to listen. More and more HMOs, with their longstanding focus on preventive and primary care, have implemented programs which meet the specific needs of female members and provide women with easy-to-access health information.

Fifty years ago, the medical community was almost exclusively male. Today, women physicians flourish in the HMO environment. Modern medicine, combined with the educational programs and literature offered by most HMOs, has brought new attention to women's health care treatment.

Pomona-based Inter Valley Health Plan, a non-profit HMO formed in 1979, is an example of how HMOs place special emphasis on women's health care issues. Its health information programs promoting breast cancer screenings, Pap smears, and general wellness for women made Inter Valley a model of the medical community's goals to create a new awareness and legitimacy for women's health issues. Now Inter Valley, like a

number of the best HMOs, maintains a Web site which enables visiting women to access health guidelines and recommendations on various wellness topics.

Asha Chopra, M.D., Inter Valley's medical director, has led the HMO's efforts to focus on communicating to Inter Valley and the community in general the impor-

importance of health-care awareness for women. As well as regular updates to its Web site, Inter Valley regularly distributes educational literature to its members to remind women to get Pap tests, mammograms and colon cancer screenings and to seek medical advice during menopause and when pregnancy occurs. Literature for members also

includes up-to-date, easy-to-read information on reproductive issues, diet, exercise, and reminders to seek medical advice before illnesses set in.

Indeed, HMOs have pushed the health care and medical communi-

continued on page 37

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Fairplex Grows From the Fair to Prominent Event and Entertainment Destination

by Sid Robinson

The largest meeting and convention center in the Inland Empire is also the most flexible, hosting more than 340 events each year. The lineup features a variety of consumer shows, trade shows, conventions, expositions, meetings, sporting events, international equine auctions, horse shows and other activities, including the largest county fair in North America.

Fairplex in Pomona is known primarily as the home of the annual Los Angeles County Fair—a Southern California institution since 1922. But over the past 15 years, the 487-acre complex has gained popularity as a first-rate multi-use event facility.

With more than 237,000 square feet of state-of-the-art, column-free indoor exhibit space, parking for more than 30,000 vehicles and the 247-suite Sheraton Suites Fairplex hotel on the grounds, Fairplex offers more than most exposition and convention centers. Modern exhibition buildings ranging from 30,000 to more than 100,000 square feet are used individually or in combination to offer a unique and flexible event environment.

No, Fairplex is not your typical fairgrounds, and event planners are discovering its many benefits. For five years in a row, Fairplex has been named a "prime site" by *Facilities Magazine*, recognizing the facility's attention to new technology, flexibility, service, show accommodations, appearance and convenience. The magazine's Prime Site Awards recognize convention centers and entertainment facilities throughout North America that stand out in the event facilities industry, and Fairplex has been honored every year since the awards were first presented.

"Because of the uniqueness of our event, Fairplex more than meets our needs and is always very accommodating," said Doug Poindexter, executive vice president of America's Family Pet Expo, a popular event held in several Fairplex buildings each spring. "Aside from being a perfect venue for us, what is important to us is the ability of Fairplex to be so flexible and meet our special needs."

"The buildings are easy to work with, and they are always in good condition, clean and ready to go," said Claire Whitney, marking manager for Sysco Food Services of Los Angeles, which conducts 12 trade events a year at Fairplex. "The parking situation is great, which makes it easy for our customers."

The appeal of Fairplex is much more than modern exhibition buildings and a luxury hotel. The



Los Angeles County Fair held annually at the Fairplex.

organization's commitment to service keeps event managers coming back.

"It is a great facility, with great buildings and great people," Whitney said. "Their biggest asset is that they are very flexible. They are able to accommodate last-minute changes in times or buildings—things that other centers just don't do. It's the people at Fairplex who make it all happen."

"I feel more like part of the family at Fairplex than a client," said Marsha McInnis, western show director for the Recreational Vehicle Industry Association, which holds the annual California RV Show at Fairplex each October. "Everything I ask for is never a problem. The whole team is absolutely wonderful, from the event staff and maintenance to security and parking. The people at the Sheraton also take good care of us, and the RV park is great. The service we receive at Fairplex makes the rest of my job easy."

Fairplex is centrally located at the western edge of the Inland Empire—an area now being called the "new heart of Southern California." It is just minutes from four major freeways, only 30 minutes from downtown Los Angeles and 10 miles from Ontario

International Airport. Such convenience has been translated into event success.

"In each of the past two years we have enjoyed a 4 percent increase in attendance," McInnis said. "We were established at Dodger Stadium for many years, but since we moved to Fairplex in 1992, our vendors are convinced we have established a good new home. I am excited to be at Fairplex and I look forward to being there for many years to come."

Fairplex is a "city within a city," housing the 787-seat Hinds Pavilion sales complex, the 10,000-seat Fairplex Park grandstand, a nationally recognized child development center and the 184-space KOA Fairplex recreational vehicle park.

"The city" also has its own museum—the National Hot Rod Association's Motorsports Museum, which opened in 1998 to showcase the facility's deep roots to the popular sport of professional drag racing, which grew from its infancy decades ago at Fairplex's famous Pomona Raceway.

Fairplex's popularity is simple to explain—it provides everything an exhibitor would want. Thanks to \$80 million in capital improvement to the facility since 1981, historic exhibit halls were renovated and air-conditioned and the 247-suite Sheraton Suites Fairplex hotel was built on the grounds. Fairplex has the finest modern show and special event facilities in Southern California.

Most convenient of all, the Sheraton is less than 100 feet from the Fairplex's exhibition areas, accessible by walking through beautifully landscaped grounds accented by sparkling fountains.

"We have worked hard to develop and build Fairplex from just the annual Los Angeles County Fair into a true year-round events center, and the positive evolution of Fairplex is something we're very proud of," said Dale Coleman, Fairplex vice presi-

dent of sales. "But we know there are other things that we need to do to further enhance our facility, and those plans are in the works and beginning to take shape."

The international presence of Fairplex will continue to expand with its recent designation by the Department of Commerce as a Foreign Trade Zone site. The designation is expected to increase the number of international marketing and trade shows at Fairplex and introduce new international trade to the San Gabriel Valley and Inland Empire.

As the new millennium approaches, a 500,000-square-foot entertainment village is planned to be developed. Beautiful landscaping, fountains and village storefronts will provide a place where event attendees, as well as the community, can gather to enjoy an interactive dining, shopping and entertainment experience in a distinctive village environment. A grouping of specialty restaurants, captivating retail shops and unique entertainment offerings will be strategically located among tree-lined streets and high-destination anchor attractions, such as multi-screen movie theaters and ice rinks.

The project is expected to generate significant annual sales tax revenues and real estate taxes to the city of Pomona. It is also anticipated to create many new full-time and part-time jobs for Southern California residents, as well as internships for high school and college students.

The village, which will be developed in the heart of the Fairplex grounds, will allow for further improvements to the overall facilities and offer tremendous benefits to groups presenting events at Fairplex, providing them even more facility flexibility. More importantly, the environment will bring new interest to the annual Fair and all other events, simply by attracting more people to Fairplex.

The benefits for those who attend events at Fairplex are also obvious, giving them more to see and do, all in one place. Moreover, the development projects will further define Fairplex as the leading convention, meeting and entertainment destination in Southern California.

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As the prime site for more than 300 events and 3 million visitors every year, Fairplex is the most unique show place in Southern California. From train, plane and car shows, trade and consumer shows, to computer fairs, from the Los Angeles County Fair to the NHRA Winternationals, Fairplex is truly unparalleled in its variety of major event presentations.

Located in the new heart of Southern California, convenient to neighboring Los Angeles, Orange, San Bernardino and Riverside counties, Fairplex features a host of amenities to accommodate all of your business and production needs. And, after more than 75 years and 100 million visitors, we are the show place for success.

- More than 235,000 square feet of versatile, column-free trade show, exhibit and convention space
- Nearly 500 acres available
- Award-winning customer service reputation based upon more than 75 years of experience
- First-class Sheraton Suites Fairplex on-site
- Ontario International Airport minutes away
- Ideal year-round climate
- An abundance of nearby shopping, dining, amusement, cultural events, historic sites and nightlife
- Day trips to Disneyland, Knott's Berry Farm, Universal Studios and Ontario Mills

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Meeting Facilities

Ranked By Total Square Feet of Meeting Facilities

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Facility Address City/State/Zip	Meeting Rooms: Total Tot. Sq. Ft.	Largest Meeting: Sq. Ft. Capacity	Year Built Last Renovated	Owner Headquarters	# of Rooms # of Suites # of Banquet Rms.	Room Rate Range * May Be Seasonal	Amenities	General Manager Convention Contact Phone/Fax E-Mail Address
1. Fairplex 1101 W. McKinley Ave. Pomona, CA 91768	12 300,000	105,500 10,000	1938 1992	L.A. County Fair Association Fairplex	N/A 247 11	\$129	GS,R,W,CB,H,RS,C,R,I, S,X,E,L,SA,N,FP RV Park/Exhibit Halls/Hotel	Dale Coleman Dale Coleman (909) 623-3111/865-3602
2. National Orange Show Events Center 689 S. "E" Street San Bernardino, CA 92408	10 186,000	41,000 4,450	1958 1992	National Orange Show San Bernardino, CA	N/A N/A 5	N/A	8 Facilities to Choose From on over 200 Acres, Catering On-site	Corey J. Oakley Lisa Mueller (909) 888-6788/889-7666 sales-nos@ecce.org
3. Palm Springs Convention Center 277 N. Avenida Caballeros Palm Springs, CA 92262	16 100,000	66,000 4,000-9,000	1988 1992	City of Palm Springs	N/A	N/A	In-House Audio/Visual, 400-Seat Lecture Hall, Food-Bev. Svc., Exhibit	James Dunn Teri Webb (760) 325-6611/322-6921
4. Westin Mission Hills Resort Dinab Shore/Bob Hope Dr. Rancho Mirage, CA 92270	22 75,000	18,000 2,500	1987 1997	Starwood Hotels & Resorts White Plains, NY	512 40 22	\$169-410	C,F,FP,G,GS,H I,L,N,P,R,T,W,X B, RS, SD	Ed Netzhammer Michael O'Hearn (760) 770-2101/770-2173 ranch@westin.com
5. La Quinta Resort & Club 49-499 Eisenhower Dr. La Quinta, CA 92253	28 60,000	17,000 1,900	1926 1994	KSL Recreation Corp.	613 27 27	\$95-\$330	C,CR,F,FP,G,GS,H, I,L,N,P,R,RS,S,SA, SR,ST,T	Eric Affeldt Jeff Kokinakis (760) 564-4111/564-7656
6. Marriott's Desert Springs Resort & SPA 74855 Country Club Drive Palm Desert, CA 92260	33 51,000	24,816 3,050	1987 1996	Marriott Corporation Washington, D.C.	884 51	\$175-470	G,P,R,T,S,L B, FP, GS, H, I, N, RS	Tim Sullivan Sam Garcia (760) 341-2211/341-1872
7. Palm Springs Riviera RRC 1600 N. Indian Canyon Drive Palm Springs, CA 92262	21 50,000	19,670 1,800	1959 1992	RPS Resort Corp. Palm Springs	476 35 21	\$85-210	FP,N,C,P,GS,T, I,R,F,L,X	James Manion David Sullivan (760)327-8311/327-4323
8. Riverside Convention Center 3443 Orange St. Riverside, CA 92501	14 50,000	20,800 2,000	na 1997	City of Riverside	N/A	N/A	Exhibit Facilities, Large Grass Area for Outdoor Sports/ Concerts, 20 min. from Ont. Airp.	Scott Megna Debbie Megna (909) 787-7950/222-4706
9. Rancho Las Palmas Marriott Resort & Spa 41000 Bob Hope Drive Rancho Mirage, CA 92270	28 41,000	13,224 1,800	1979 1998	Marriott Hotels/Resorts/Suites Washington D.C.	450 22 25	\$89-310	G,P,GS,R,T,F, FP,N,C,H,I,W	Frank Garahan Dan Shaughnessy (760) 568-2727/568-5845 rlpbus@earthlink.net
10. Renaissance Esmeralda Resort 44-400 Indian Wells Lane Indian Wells, CA 92210	31 33,000	15,000 1,200	1989 N/A	Marriott Corp. Washington, D.C.	560 44 31	\$145-1,200	B,C,CR,F,G,GS, H,I,L,N,OC,P,R,RS, S,SA,SD,SR,ST,W,T	Timothy A. Tata Linda Ruiz (760) 773-4444/346-9308
11. Wyndham Palm Springs 888 Tahquitz Canyon Way Palm Springs, CA 92262	14 25,000	12,500 1,500	1987 1996	American Property Mgmt. Albuquerque, NM	410 158 14	\$99-350	B,C,CR,F,FP,G,RS, H,I,L,N,P,R, SA,W,X	Onofre Gallegos Susan Mulholland (760) 322-6000/322-5351
12. Doubletree Hotel (Formerly Red Lion) 222 N. Vineyard Ontario, CA 91764	16 25,000	12,800 1,200	1981 1996	Promus Hotel Corp. Memphis, TN	340 15 15	\$89 up	B,CR,F,FP,GS, H,I,L,N,P,R,W,X	Hermann Haastrop Mark Furuchi (909) 937-0900/937-0950
13. Palm Springs Marquis Conference Resort 150 S. Indian Canyon Drive Palm Springs, CA 92262	18 23,000	9,500 860	1985 1999	Palm Springs Marquis, Inc. Palm Springs, CA	161 5 20	\$90-225	B,C,CR,F,GS,H,I, L,N,P,R,T,W,X	James M. Bullock John Edwards (760) 322-2121/322-2380 jbullock@palmsspringsresort.com

B=Business Service, C=Concierge, CB=Complimentary Continental Breakfast, CH=Complimentary Cocktail Hour, CR=Corporate Rates, F=Fitness Facility, FP=Free Parking, G=Golf Course, GS=Gift Shop, H=Handicapped Rooms, I=In-Room Movies, L=Lounge, N=Non-Smoking Rooms, OC=Outside Catering, P=Pool, R=Restaurant, RS=Room Service, S=Spa, SA=Sauna, SD=Senior Discounts, SR=Steam Room, ST=Satellite Television, T=Tennis, W=Weekend Packages, X=Transfers from Nearest Airport

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the facilities listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 1999 Inland Empire Business Journal.

Top Travel Agencies

Ranked By Sales in the Inland Empire (1998)

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Company Name/Address City/State/Zip	1998 Sales I.E. Only	I.E. Staff	Business Mix: Corporate Leisure	Systems Used	Specialities	Top Local Exec. Title Phone/Fax E-Mail Address
20. Carlson Wagonlit Travel/Travel Xpress 368 S. Indian Hill Blvd. Clarmont, CA 91711	2.9 million	9	50% 50%	Sabre	Air Travel, Cruises, Sandals, Hawaii, Jamaica, Mexico, Caribbean, Ireland, Scotland	Marsha Colling Owner/Manager (909) 625-4771/624-5000
Interworld Travel & Tours 6745 Carnelian Alta Loma, CA 91701	2.4 million	6	60% 40%	Sabre	Groups/Incentives, Corporate, Leisure, Cruises	Linda Parrish, CTC President (909) 987-9000/987-4000 linda@interworldtraveltours.com
22. Jones Travel Associates Inc. 2335 W. Foothill Blvd., Ste. 20 Upland, CA 91786	2.3 million	7	10% 90%	Apollo Focal Point TS2000XL	Cruises/Family Vacations, Tours, Honeymoons, Specialty Vacations	Mary N. West, CTC, MCC President (909) 920-9093/920-0339
Unique Vacations 3479 Arlington Ave. Riverside, CA 92506	2.2 million	8	40% 60%	Worldspan	Cruises, Tours, Group Travel	Caren Erickson Owner (909) 682-6101/682-6260 carene@earthlink.net

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Different Values for Different Purposes

by Royce Stutzman

Value is a worthless term by itself because it can mean so many different things. A value found for one purpose can be entirely different from the value for another. Understanding exactly what type of value you are looking for can make the information much more useful. Here's a look at some of the many kinds of value:

Book value: Book value is an accounting term for the total net assets minus total liabilities on the balance sheet. Intangible assets are usually excluded from book value.

Fair market value: Fair market value is defined as, "The price at which the property would change hands between a willing buyer and a willing seller when the former is not under any compulsion to buy and the latter is not under any compulsion to sell, both parties having reasonable knowledge of relevant facts." This definition and the standards for fair market value were set by the Internal

Revenue Service in Revenue Ruling 59-60. The definition suggests that fair market value cannot result from purely subjective factors such as sentimental value. It also cannot result from a forced sale, or one resulting from an unusual or rigged market. It is used for federal and state tax matters, including gift, estate, income and inheritance taxes.

Fair value: Statutory standard of value usually used in court cases involving dissenting shareholders' litigation. Court precedent in most states has not equated fair value with fair market value, but the courts have reached little other consensus on its meaning. In real estate appraisals, on the other hand, fair value is often used synonymously with fair market value.

Liquidation value: Liquidation value is the value derived from the piecemeal sale of assets. The sale can be orderly or forced, which can affect the value. Liquidation value is typically at the low end of the value spectrum.

Intrinsic value: Subjective value

of an entity to an owner/buyer. Intrinsic value may exclude current market influences. It also may include consideration of such things as the company's assets, and its likely future earnings, dividends and growth rate.

Investment value: Value to a particular buyer or investor considering his or her specific personal circumstances, knowledge of the transaction and potential synergies. This value can be higher or lower than the company's fair market value.

Enterprise value: Value of 100 percent of the shareholders' equity on a control basis.

Invested capital value: Fair market value of 100 percent of the equity plus the market value of long-term debt.

Minority value: Value reflecting an ownership position of less than 50 percent.

Control value: Additional value inherent in a legally controlling interest, reflecting the power of control over the business.

Marketable value: Value of an equity assuming a preestablished market in which that equity can be exchanged.

Private company value: Opposite of marketable value. Private company value represents a decreased value due to the limitations in the equity's marketability.

Choosing the Wrong Value May Be Costly

It's important to know what base type of value (i.e., minority, marketable) you're starting with before any discounts or premiums are applied. Relying on the wrong type of value may be quite an expensive mistake. Understanding the differences between standards of value can help you interpret their relative worth in your situation.

Royce A. Stutzman, CPA is chairman of Vincenti, Lloyd & Stutzman, a La Verne-based CPA firm. He may be contacted at (909) 593-4911.

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from CSUSB. Courses in the curriculum include: fundamentals of mortgage banking; loan orientation; loan processing; mortgage law and compliance regulation; loan closing and servicing; underwriting and appraisal review and the market of secondary mortgages. Take all the courses for the certificate or the specific ones you're interested in. For more information about the Certificate or any other program, please call the College of Extended Learning at (909) 880-5976.

OC Lobbying Firm to Work for Millennium Fireworks Sales

An agreement between an Orange County public relations firm and a San Gabriel Valley pyrotechnics distributor may have notable impacts on the Inland Empire. Orange-based Pacific Strategies was retained by American Promotional Events, Inc., of Santa Fe Springs, to lobby Southern California municipalities to allow the sale of "safe and sane" fireworks for the millennium.

Matthew Cunningham, a principal of Pacific Strategies, said that such ordinances will provide families with a memorable means of celebrating the calendar change. "After all, not every-

one can afford to celebrate the new century on a cruise across the international dateline," said Cunningham.

The pyrotechnic industry is among the smaller significant economic forces in the Inland Empire. Greg Timpany, head of the Inland Empire Economic Partnership, said that one of the nation's largest fireworks manufacturers is located in the Rialto area, as are several others, and that means money from outside the area flows into the region from its sales.

A spike in sales for an extra day in California could mean good fortunes for the industry.



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- meeting space/accommodations
- full event staffing
- start-up full venture funding
- marketing/publicity plan
- professional advancement credit (if applicable)

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Meeting Facilities

Ranked By Total Square Feet of Meeting Facilities

Facility Address City/State/Zip	Meeting Rooms: Total Tot. Sq. Ft.	Largest Meeting: Sq. Ft. Capacity	Year Built Last Renovated	Owner Headquarters	# of Rooms # of Suites # of Banquet Rms.	Room Rate Range * May Be Seasonal	Amenities	General Manager Convention Contact Phone/Fax E-Mail Address
14. Ontario Airport Marriott Hotel 2200 E. Holt Blvd. Ontario, CA 91761	18 20,795	5,900 700	1986 1997	Host Marriott Corporation Bethesda, MD	299 6 18	\$55-350	P.C.G.S.R.W.H.R.S. T.C.R.I.S.X.F.L.S.A. N.S.D.F.P.D.C.S.R.	Steve Goldman Tom Hener (909) 975-5000/975-5050
15. Hyatt Grand Champions Resort 44-600 Indian Wells Lane Indian Wells, CA 92210	17 20,000	7,900 1,000	1986 1998	Grand Champions, LLC Indian Wells, CA	338 338 14	\$145-1,020	B.C.G.P.S.T.G.S.R. R.S.T.I.S.F.F.L.S.A. W.H.N.F.P.O.C.S.R.	Barry Kaplan James Rice (760) 341-1000/568-2236
16. San Bernardino Radisson 295 N. E. Street San Bernardino, CA 92401	8 19,000	12,996 1,300	1988 1996	Foster Hotels International San Bernardino, CA	232 13 8	\$110-350	B.C.R.F.P.G.S.H. I.L.N.R.F.F.W.X	James Deskus Verlene Riddle (909) 381-6181/381-5288 jdeskus@worldnet.att.net
17. Mission Inn 3649 Mission Inn Ave. Riverside, CA 92501	12 19,000	2,600 280	1876 1992	Duane Roberts Mission Inn	234 26 12	\$135-250	B.C.C.R.F.G.S.H. I.L.N.P.R.R.S.S.D.X	Robert Routh (909) 784-0300/784-5525
18. Shilo Hilltop Suites 3101 Temple Ave. Pomona, CA 91768	12 18,000	5,500 700	1991 N/A	Mark S. Hemstreet Portland, OR	300 130 12	\$79-154	B.P.S.T.C.W.E.C.B.H. R.S.C.R.I.S.X.F.L.S.A. N.S.D.F.P.O.C.S.R.	Heinz Gehner Rita Cruz (909) 598-7666/598-5654
19. Doubletree Resort 67-967 Vista Chino Palm Springs, CA 92234	15 18,000	7,400 740	1985 1998	CapStar Hotels Washington, D.C.	285 15 12	\$95-235	C.R.F.F.P.G.G.S.I. L.N.P.T.R.H.X	Bruce Cameron Steve Tremewan (760) 322-7000/322-6853
20. The Racquet Club of Palm Springs 2743 N. Indian Canyon Dr. Palm Springs, CA 92262	5 17,400	4,000 450	1935 1991	DiMaggio Corporation San Francisco, CA	60 4 4	\$99-395	B.C.B. CR. H. L. N. P. FP. R. RS. S. SA. SD. T. X	Simon Cohen Dennis Ferni (760) 325-1281/325-3429
21. Palm Springs Hilton 400 E. Tahquitz Canyon Way Palm Springs, CA 92262	10 15,000	5,400 700	1981 1991	The Walters Co. Beverly Hills, CA	260 71 10	\$75-245*	C.C.R.F.P.G.S.H.L.L. N.P.R.T.W.X	Aftab Dada Eddie Velez (760) 320-6868/320-2126
22. Kellogg-West Conference Center & Lodge 3801 W. Temple Pomona, CA 91768	26 15,000	2,820 325	1976 (ongoing)	Cal Poly Pomona Foundation Pomona, CA	84 3 1	\$75-105	Complete Meeting Packages, Full-Service Conference Center on University Campus	N/A Shelly Marino (909) 869-2222/869-3026 smarino@csupomona.edu
23. The Claremont Inn 555 W. Foothill Blvd. Claremont, CA 91711	10 14,666	4,490 375	1962 1994	Empire Financial Spokane, WA	224 10 N/A	\$59-80	B.F.P.N.D.G.S.C.R. I.R.L.H.W.X	Ruth Jones Greg Purdy (909) 626-2411/624-0756
24. Lake Arrowhead Resort 27984 Hwy. 189 Lake Arrowhead, CA 92352	10 11,700	4,000 400	1982 1996	N/A	177 4 15	\$79-259	C.R.F.F.P.G.S.H. I.L.N.P.R.R.S.T. O.C.S.D.S.T	Wayne A. Austin Lynn Turner (909) 336-1511/336-1378
25. The Ritz-Carlton, Rancho Mirage 68-900 Frank Sinatra Dr. Rancho Mirage, CA 92270	9 11,642	8,400 700	1988 1998	Ritz Carlton Hotel Atlanta, GA	240 21	\$109-345	B.C.C.R.F.G.S. H.I.L.N.P.R.T.W	Lenny Zilt Mike Islava (760) 321-8282/770-8196
26. Sheraton Suites Fairplex 601 W. McKinley Ave. Pomona, CA 91768	13 11,519	6,400 800	1992	L.A. County Fair Association	247 247	\$99-175	B.F.P.N.P.G.S.R.H. F.I.C.R.X.L.W	Michael Metcalf Flora Y. Lee (909) 622-2220/622-1028
27. Ontario Airport Hilton 700 N. Haven Ave. Ontario, CA 91764	14 10,179	5,300 760	1985 1994	Prudential Real Estate Parsippany, NJ	309 9 15	\$95-165	P.F.C.R.X.S.T.G.S.F. W.H.R.S.C.R.I.S. L.N.S.D	Steve Winning Howard Haberman (909) 980-0400/980-8493 swinning@starlodge.com
28. Hilton San Bernardino 285 E. Hospitality Lane San Bernardino, CA 92408	12 10,000	5,000 650	1972 1994	Carpenters Pension Trust Fund Los Angeles, CA	251 12 12	\$110-275	P.G.S.R.W.H.R.S.C.R.I.S. X.L.N.S.D.F.F.Mini Fridge Comp. AM Coffee	Tim Jenkins Habib Gill (909) 889-0133/381-4299
29. Highland Springs Resort & Conf. Ctr. 10600 Highland Springs Beaumont, CA 92223	9 9,000	4,500 400	1971 1994	Highland Springs Resort Beaumont, CA	94 3 6	\$45-up	F.F.P.G.S. L.N.P.R.S.S.A.T Riding, Walking Trail	Sales: Jay Ahn/ Ken Webb/Jan Peterson (909) 845-1151/845-8090 highland@pdc.net
30. Ramada Resort Inn & Conf. Ctr. 1800 East Palm Canyon Drive Palm Springs, CA 92264	5 8,200	3,100 300	1970 1995	KI West LLC Oregon	241 14 2	\$49-139*	C.R.F.F.P.G.S.I. L.N.P.R.S.S.A.X	Helen Kim Audrey Dobson (760) 323-1711/322-1075 psramada@aol.com
31. Holiday Inn Riverside & Convention Center 3400 Market St. Riverside, CA 92501	14 7,150	2,100 290	1987 1997	R.S. Holding Corp. Riverside, CA	291 16 16	\$109-288	B. P. R. W. H. RS. CR. I. S. X. F. L. N. SD. FP	Curtis Reitz Rachelle Rentz (909) 784-8000/369-7127
32. Spa Hotel & Casino 100 N. Indian Canyon Drive Palm Springs, CA 92262	6 6,500	1,800 200	1963 1993	Agua Caliente Development Auth. California	230 20 4	\$59-189	C.R.F.F.P.G.S.H.R.S.R.N. P.J.S.X.F.S.A.SD	Ralph Thornton Bob Landry (760) 325-1461/325-3344
33. Indian Wells Resort Hotel 76-661 Hwy. 111 Indian Wells, CA 92210	7 6,000	4,800 380	1985 1992	L.R.K. West, Inc. Phoenix, AZ	152 25 7	\$59-329	G.G.S.P.R.L.F.X.S.I. R.S.T.C.R.W.H. C.N.FP	Brad Weimer Diana Meyer (760) 345-6466/772-5083
34. Holiday Inn Hotel & Suites 3400 Shelby St. Ontario, CA 91764	7 5,000	1,500 120	1990 N/A	Ontario Hospitality Properties Ltd. Phoenix, AZ	N/A 150 7	\$89-105	Comp. Brkfst. Buffet, Comp. Social Hour, BBQ Wed., 50 Suites w/Jacuzzi Tubs	Larry Ferguson Vangie Esteban (909) 466-9600/941-1445 insuiteon@aol.com
35. Pharaoh's Lost Kingdom Theme Park 1101 N. California Redlands, CA 92373	3 4,000	4,000 350	1996 N/A	Aladdin Entertainment Redlands, CA	N/A N/A 3	N/A	Gift Shop, Water Park, 4 Min. Golf Crs., Race Car Tr., Amus. Park, Indoor Playgr.	Rich Woodhouse Kathy Thurston (909) 335-PARK/307-2622
36. Best Western Heritage Inn 8179 Spruce Ave. Rancho Cucamonga, CA 91730	3 2,900	1,300 150	1992 N/A	Mr. Goodman Great Western Hotels	117 10 3	\$69 up	Premium movie channels, official Quakes hotel, close to Blockbuster Pavilion	Liko Smith Tracy Gibbins (909) 466-1111/466-3876 sales4bw@aol.com

B=Business Service, C=Concierge, CB=Complimentary Continental Breakfast, CH=Complimentary Cocktail Hour, CR=Corporate Rates, F=Fitness Facility, FP=Free Parking, G=Golf Course, GS=Gift Shop, H=Handicapped Rooms, I=In-Room Movies, L=Lounge, N=Non-Smoking Rooms, OC=Outside Catering, P=Pool, R=Restaurant, RS=Room Service, S=Spa, SA=Sauna, SD=Senior Discounts, SR=Steam Room, ST=Satellite Television, T=Tennis, W=Weekend Packages, X=Transfers from Nearest Airport

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HMOs help boost...

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ties at large to empower women to make lifestyle choices that improve, achieve or maintain overall quality of life.

Thanks to the many HMOs across the nation that have implemented programs which address women's health issues, the health care landscape for women contin-

ues to improve.

Mammography at HMOs is now considered routine patient care. The same is true for Pap smear tests which are also now a routine part of women's regular checkups.

HMOs also have been instrumental in the promotion of well-baby programs, which provide regular examinations, plus the appropriate vaccinations and inoculations

for children from birth through junior high. Similarly, emphasis has been placed on providing health education to new mothers. Through fliers, newsletters and wellness classes, HMOs such as Inter Valley have always stressed the dangers of smoking during pregnancy and are bringing this message home to all mothers-to-be. Now, through health care reform, the whole nation looks poised to follow the example set by wellness-minded HMOs.

Similarly, it has largely been HMOs like Inter Valley that have brought national attention to the importance of practicing smart prenatal care BEFORE pregnancy. Chopra urges women to start prenatal health precautions early and to review and modify health and lifestyle habits before conception.

"The most crucial stages in a baby's development occur before

you realize you're pregnant," she said. "Damage from certain infections, illnesses, drugs, alcohol and environmental hazards can be minimized if precautions are taken early. It's important that all women make a preconception visit with their doctor. Preconception care gives a woman the information needed for a healthy pregnancy and a healthy baby."

It is warnings such as this that have placed HMOs at the forefront of the women's health care watchtower.

Women in their child-bearing years make up nearly 30 percent of the nation's HMO enrollment and are the largest percentage of HMO enrollees. Women are generally feeling better, having healthier babies and are looking forward to longer lives of optimal health and well-being.

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DEVELOPING WIDE ANGLE VISION: Run Your Business on the Future, Not the Past

by Wayne Burkan

There's an old adage that tells us to "learn from our mistakes." The implication is that in order to plan for the future, we must look to the past. This philosophy is firmly rooted not only in our personal endeavors, but in the business world as well. Think about it. When most companies set out to develop a forwardthinking business plan, they first consider what happened to them in the past. What were sales last year? What were the biggest challenges with customers? What technology was purchased?

While this approach may represent the conventional wisdom, I'm going to challenge you to forget about the past. That's not to say you can't learn from history. Certainly, you can. But in a business landscape where competition is increasing, technology is changing rapidly and the labor market is getting tighter, we need to adopt new ways of learning and planning. We can't just forecast the future based on history — we need to foresee the future based on our ability to anticipate changes.

The process of anticipating the future involves a technique I call "wide angle vision." It enables business managers to process information more quickly, identify challenges lurking on the horizon and seize opportunities that may otherwise go unnoticed. Small businesses in particular can benefit from wide-angle vision as a means of establishing a competitive edge. That's because many larger companies (their competitors) typically run their businesses based on history. If you run yours on the future, you can achieve a sustainable competitive advantage.

So, how can a business manager look to the future instead of the past? What skills are necessary to adopt wide-angle vision? I have identified four planning techniques that will enable any company to embrace a future-focused philosophy, anticipating the events that could make or break their business in the years to come.

Utilize "splatter vision." Every

day, business managers are bombarded with hundreds of signals coming from inside their company and from many outside sources as well. As new technology is introduced and the speed of business accelerates, the number of signals will only increase. To avoid becoming overwhelmed by this massive amount of information, you can use a technique called "splatter vision" to help you search through the clutter.

The term "splatter vision" originated among fighter pilots, who must constantly search the skies in broad sweeping motions in order to avoid getting "splattered" by the enemy. In business, the concept involves looking at the whole picture rather than focusing on the individual signals coming from one direction or another. For example, if your thoughts are focused entirely on a single issue involving your biggest customer, you can be blindsided by a crisis involving a labor dispute or a shortage of technological resources.

With splatter vision, you never expect your next challenge to come from only one direction. Instead, you constantly scan the landscape much like a fighter pilot to consider the signals coming in from every direction. The moment you stop scanning, you are vulnerable to surprise. If you focus on just one outcome that you expect for the future, it may be something else entirely that happens. You will be caught completely off guard.

Develop a mental model. To hone your splatter vision skills, you need to develop a mental model of your business. This model should focus on the future business environment and how you expect your company to look and operate in the future. Make it as explicit as possible.

For example, what are your assumptions regarding customers and competitors? Suppliers and regulators? Your need for advanced technology and communications services? The economy in general?

This mental model will create a specific picture of your business in the future, to provide you with a

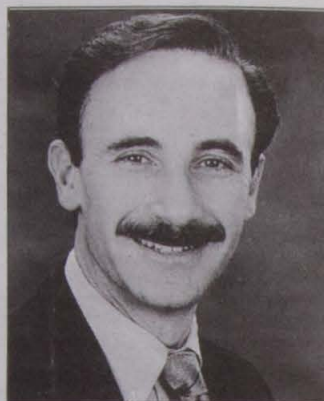
global perspective covering all aspects of the company. With it, you'll be able to develop wide-angle vision, focus on the future's signals and anticipate events.

Learn to read the signs. Once you have your mental model in mind, you can scan the business landscape for any deviations from that model. This is where your splatter vision skills come into play. As you take in all the signals, is your business going in the direction you envisioned for the future? Is anything off track? Remember to look at the whole picture, and zero in on those areas where deviations occur.

It helps most businesses to identify certain lead indicators, key statistics, financial tools and industry data that can signal whether your business is performing according to the mental model you've developed. For example, if you're expecting sales to increase from a particular customer during the next year, what are the year-to-date sales results for that customer? Have there been any events in the market that would signal a downturn for that customer's business? What about changes in management that would provoke a new relationship with that customer? These types of lead indicators, both quantitative and qualitative, will help you predict major deviations from your plan before they occur.

Develop early warning systems. Scanning the landscape and reading the signs are essential to developing wide-angle vision. But you may not be able to perform these tasks every day. I've found that the most successful businesses also utilize technology to create additional systems that regularly audit their lead indicators. These technologies help the business by issuing an early warning when even the slightest variation occurs.

Computers can do much of the work. With the right hardware and software, you can utilize technology to monitor changes in lead indicators such as company sales figures and global economic performance. Businesses also can use communications products and services,



Wayne Burkan

including Internet access and toll-free telephone service, to track industry trends and keep in close contact with customers. With these systems in place, you'll be the first to know when your business experiences a variation from its planning model.

The riskiest position on the future is the one based on certainty. When you attempt to forecast your business' future, it only limits your options and fences you in. Alternatively, when you acknowledge that you don't know what the future will be, your only option is to remain as flexible as possible.

One suggestion for increasing your options is to make business decisions that automatically provide you with choice, and to make sure your business partners are flexible as well. For example, when selecting a communications provider, why restrict your business to one company's fixed idea of what your communications needs are going to be? Sprint has developed the first integrated calling plan for small businesses that allows companies to create their own customized bundle of communications services, which can be changed as often as necessary.

Called Sprint Business Flex, the plan allows you to create your own communications plan with any combination of domestic long distance, international long distance to more than 250 countries, toll-free, local toll and calling card services,

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Faces in Business...

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marketing and promotions. She is the district chair of the Public Relations Society of America and is also a member of the San Bernardino Chamber of Commerce Leadership Program. Boyd possesses a bachelor of science degree in journalism and public relations from Oklahoma State University and a master's degree from California State University, San Bernardino.



Lori E. Weigant

Maryanov Madsen Gordon & Campbell, CPAs

During her 18 years in accounting and financial services, Lori E. Weigant, a certified public accountant, has acquired expertise in tax and estate planning, personal financial planning and business management consulting. Weigant joined Maryanov Madsen Gordon and Campbell, CPAs, in 1985, and became a partner in 1995. As special recognition, she was awarded membership to the Institute of Profit Advisors in 1998. Weigant is also a member of the American Institute of CPAs; the California Society of CPAs; a charter member of the National Association of Women Business Owners, Desert Cities chapter; and the Desert Estate Planning Council. She is a past-president, charter and board member of the Desert Alliance of Professional Women. Weigant earned her bachelor of science degree in business administration from California State University, Chico and her master's degree in taxation from Golden Gate University.

M. William Tilden, Attorney at Law Gresham, Savage, Nolan & Tilden, LLP Lawyers



M. William Tilden has been with Gresham, Savage, Nolan and Tilden, LLP Lawyers since 1971. The firm provides a broad range of legal services involving the acquisition, permitting and operation of numerous precious metal and industrial mines located in 13 western states. As sensitivity to environmental issues increases, the firm's practice has gradually shifted to issues involving environmental compliance, the appropriate balance between the economic production of natural resources and the continuing response to environmental concerns. The firm has offices in San Bernardino, Riverside and Victorville.

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Developing vision ...

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with Internet and Sprint PCS service available soon. And this is only one example. In the future, the ability to remain flexible and adaptable will be critical throughout all of your business relationships.

Keeping your options open and developing these four future-focused skills will help your business achieve wide-angle vision. With that vision, you'll be able to

determine what lies ahead, where to look for potential crises and opportunities, and how to apply that knowledge in your ongoing operations.

Noted productivity expert Wayne Burkan is the author of "Wide Angle Vision," a business management book that tells growing companies how to beat the competition by focusing on "fringe competitors, lost customers and rogue employees."

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7 Steps to Creating Great Partnerships

by Barri Carian

It has become increasingly difficult to achieve great success in today's complex business environment by forging ahead on your own. According to a recent survey, 60 percent of home-based entrepreneurs are teaming-up more often than they did five years ago. About 70 percent said they wanted to do so even more. Establishing some form of collaboration, whether it is a loose alliance, formal affiliation or legal partnership, adds tremendous value to the small business owner looking to create quantum leaps in company performance.

But what about the horror stories we've all heard of partnerships gone bad? Some of us have even experienced a painful breakup. The costs, both financial and emotional, leave many entrepreneurs vowing: "never again!"

The challenge is hooking-up with the right partner first, then outlining the financial, legal and working details of the partnership. Most of us, however, tend not to look beyond the surface when selecting a partner.

Many business people have said: "Oh, we'll be great partners. She has the sales and marketing experience and I have the financial background. We complement each other and will make a great team."

While knowing your potential partner's skills and functional expertise is important, it's only the beginning of the selection process. Creating great partnerships requires doing your homework upfront and communicating with deep honesty and directness.

The following seven steps can enhance your chances for success:

1. Do your due diligence.

It's not enough to say "We get along well." Do you share core values, vision and expectations for the company or project? Most fatal conflict will arise as a result of these unexplored areas. Unfortunately, this is the step many people either ignore or gloss-over. They are either uncomfortable ask-

ing these questions, take answers at face value without in-depth probing, or are just too vested in the outcome of selecting a particular person as a partner.

2. Establish roles and responsibilities.

Fortunately, we usually team up with someone who has complementary skills. Understanding our differences as strengths and recognizing weaknesses in ourselves and potential partners is a critical early step. Defining roles and responsibilities based on a candid assessment of these areas allows partners to avoid ego issues, stepping on each others' toes, duplicating efforts and giving mixed signals to the organization. This does not mean inflexible job descriptions. Boundaries can and should remain somewhat loose so that the organization can be fast and flexible.

3. Define your decision-making process.

How will both the day-to-day and major decisions be made? Look at every aspect of running an organization, the myriad decisions and their impact on the organization, then define how those decisions will be made. Will they fall under each partner's functional area or will decision making be shared? How will differences of opinion be handled? Partnership does not necessarily mean consensus. Disagreements are inevitable. Know how you will deal with it before it happens.

4. Establish leadership role.

Partnerships are not completely flat organizations. They do have leaders. Leaders play multiple roles and the partnership may have multiple leaders depending on the situation or task at hand. What is the most effective leadership model for your organization?

5. Communicate, communicate, communicate.

Know and respect your communication styles. How do you each best receive and process information. How often should you be communicating? About what?

Be aware of the quality of your communications. Are you falling into the trap of "group think?" Successful partners know how to cultivate disagreement by challenging each other's position in an effort to reach the best solution.

6. Embrace, and plan for, change.

Understand that everything you put in place in the beginning will change, with the exception of core values. As your partnership matures, the need to confer on every decision, for example, will probably disappear. Markets change, customer needs change and products and services may change. How will these changes impact the organization? How will they impact your initial agreements on roles, leadership, decision making, etc. Planning for and agreeing up-front on how you will tackle these critical junctures is key.

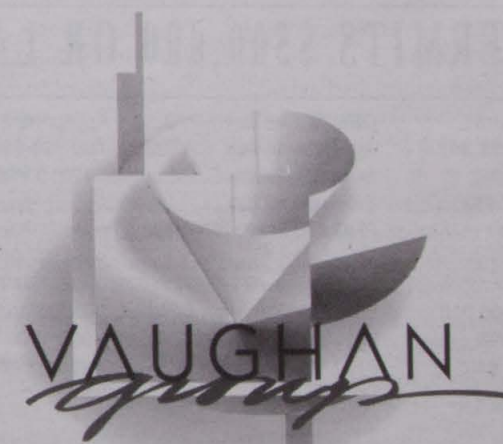
7. Have an exit strategy.

Personal circumstances (divorce, death, children etc.), may force partners to reevaluate commitments to the partnership. A once-thriving partnership can become untenable. If you can't renegotiate the terms of the relationship, know ahead of time how you will handle a parting of the ways.

Investing enough time in the beginning will pay big dividends in ensuring a successful partnership.

Barri Carian is principal of Carian Consulting, providing solutions for organizational growth to small- and mid-size companies. She has helped numerous partnerships thrive through compatibility and intervention coaching and can be reached at (949) 497 6915 or bcarian@home.com.

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Innovative AppleOne Programs Earn Prestigious Award

If you tell AppleOne founder and president Bernard Howroyd that one can't teach an old dog new tricks, he'll give you a wry look and inform you that he, my friend, is not a dog. Howroyd is, in fact, an established and experienced businessman who prides himself on his flexibility and creativity. Perhaps that is why, even as AppleOne Employment Services celebrates its 35th anniversary, it continues to lead the industry in innovative solutions to business and employment challenges.

Perhaps that is also why Ernst & Young named Howroyd the Entrepreneur of the Year in business services for L.A. County at its last award banquet. The Entrepreneur of the Year program honors entrepreneurs for their vision, innovation, per-

sistence, and hard work in creating and sustaining successful, growing businesses. Howroyd was nominated for the award because of the enormous growth AppleOne has experienced recently. It has grown by 200 percent in the last two years and continues to branch out across the United States and Canada. Presently, there are 208 AppleOne offices throughout North America.

This growth comes during a period of record low unemployment. Despite this challenge, AppleOne has managed to grow because of unique programs Howroyd has implemented like Rehirement™ and the Equalizer™. "AppleOne is changing the way employment services do business," Howroyd says. "In this market, you've got to offer a host of

valuable services to your clients that address more of their needs. Our new programs and value-added services allow us to do just that. That has been the secret to our success."

Ernst & Young founded the Entrepreneur of the Year program in 1986 to recognize innovation and creativity in business. Nominees must be an owner/manager primarily responsible for the performance of a company that is at least two years old. An independent panel of judges composed of fellow entrepreneurs and prominent leaders from academia and business selects award recipients based on a comprehensive review process. The nominee's background is considered, including special skills, experience and major accomplishments. The history of the company is thoroughly evaluated, including the source of the idea for the original strategy, the financial risk involved, and innovative approaches to man-

agement and marketing.

Judges review how the company has demonstrated excellence in its field or industry and its relations with employees and clients. Other considerations are actions exemplifying the nominee's talents such as selection of key management team members. Socially responsible activities show how the nominee has used his or her strategies, resources, financial commitment and creativity to help the community.

With his regional win, Howroyd was inducted into the Entrepreneur of the Year Institute at the annual conference in Palm Springs last November. "It is a great honor to be recognized by a group as distinguished and dynamic as this one," Howroyd says. "I hope the success of AppleOne can inspire other entrepreneurs to pursue their own dreams. If you believe in yourself, you can achieve anything you desire."

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Faces in Business...

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Bill Dunn
AppleOne

AppleOne Employment services recently announced the promotion of Bill Dunn to division vice president of the Human Resources Consulting Group. That organization provides AppleOne clients with a comprehensive overview of services, creating economic opportunities for AppleOne branches through expanding business. In addition to his new role, Dunn will continue as vice president of sales for AppleOne payroll and tax filing services. In his new position, Dunn will oversee more than 200 human resource district managers and support staff.

Donna M. Baker
Riverside Community Hospital

Donna M. Baker recently joined the Riverside Community Hospital Board of Directors, one of three boards overseeing the internal and community-based work of the hospital. Baker is a partner with the law firm Burke, Williams & Sorenson, LLP, in Riverside. She also serves as president of the Junior League of Riverside and the Leadership Riverside Alumni Association. She is a board member of the Greater Riverside Chamber of Commerce and the Riverside Arts Foundation. Baker is a member of the Riverside County Bar Association.



BANKING

Is Your Bank Selling Information About You?

by Jason Booth

If you conduct financial business over the Internet, whether it's balancing your checkbook or buying stocks, beware. You never know who might be watching.

Most computer users are aware of the threat from hackers who use the Internet to steal confidential information. Less understood, however, is that banks and stock brokerages regularly sell information about their clients to other companies. This can range from clients' names and phone numbers to information on their spending habits and the actual size of their bank accounts.

It is all done well within the bounds of existing laws and regulations.

"Nobody has ever written regulations specifically limiting the transfer of financial information," said David Scott, chief examiner at the California Department of Financial Institutions.

Banks like their customers to believe that their business is being conducted in the strictest confidence. But banks can and do share information about their customers with third parties.

"As far as the law is concerned, banks could share account balance information" said John Stafford, spokesman for the California Bankers Association.

Bank of America, among the nation's biggest consumer banks and the largest on-line bank with more than 1 million users, sells lists of its customers to companies not directly affiliated with the bank. That could range from financial magazines to car dealerships, which use the lists to market their products.

In its Terms, Conditions and Privacy Policy, posted on its Web site, Bank of America states: "To help you benefit from another company's products or services, we may share information such as your name, address and/or phone number with that company." In addition, certain demographic information could be supplied.

While BofA is not yet selling its on-line customers' e-mail addresses, spokesman Jeff Hershberger said: "If the on-line bank wanted to share information with outside companies, the decision would fall under the same policy that governs the rest of the bank."

To prevent such information from being disclosed, BofA customers must request that their names be removed from the list.

Wells Fargo Bank also provides information about its customers to outside parties, though according to the bank's privacy policy statement, such disclosures are only made to financial service providers such as insurance companies.

Neither Bank of America nor Wells Fargo discloses information on individual accounts to third parties, officials at both companies said.

Washington Mutual Inc. and Imperial Bancorp do not share customer information with parties outside the company, though they do swap customer lists between company divisions and wholly-owned subsidiaries. Beverly Hills-based City National Bank refused to comment on its privacy policy.

Reacting to growing concern about customer privacy, the California Bankers Association is currently surveying banks

statewide to determine how prevalent the selling of customer information has become. The results of that survey will be available within the next few weeks.

The rapid growth of on-line banking has contributed to the rising concern over privacy issues. Internet banking, however, still comprises only a small fraction of banks' overall business, so there are, as yet, no specific Internet-related policies on customer privacy. The general privacy policies are being applied to on-line customers, as well.

"Everything you do on-line with a bank is done in the context of the contractual deal that you already have with the bank," said Phillip Agre, a professor with UCLA's department of information studies.

That has some people worried, including state Sen. Steve Peace, (D-El Cajon), who is drafting legislation that would require banks to get permission from customers before disclosing information to outside parties.

As with banks, privacy laws pertaining to what stockbrokers can do with client information tend to be vague.

"Brokers have for years sold client lists," said Doug Gerlach, senior editor of on-line investment Web site Armchair Millionaire.com and a board member of the National Association of Individual Investors. "I don't think you will find anyone selling customer lists that include net worth and assets of individuals, but certainly lists of clients with accounts of over \$100,000."

The information free-for-all has prompted the National Association of Securities Dealers to draft a proposed regulation that would require brokers to get written consent from their clients before selling client lists that include more than name, phone number and address.

The draft proposal has been sent to NASD members and is

currently being considered by them, said an NASD spokesman.

The Securities and Exchange Commission also said that it does not have rules requiring that brokers maintain the privacy of their clients. The SEC has put out a notice "urging" brokers to respect client privacy.

While large on-line brokerages such as Fidelity Investments and E*Trade say they do not sell customer information under any circumstances, privacy advocates are expressing concern about the amount of such information being disclosed by the dozens of smaller on-line brokerages now in operation.

In response, both the Federal Trade Commission and Comptroller of the Currency have issued non-binding recommendations that on-line brokers inform their customers about the extent to which they are sharing client information with third parties, and give them the option of having their names deleted from such lists.

So far, both on-line banks and stock brokerages have been reluctant to cooperate with the various organizations set up to monitor and inform customers of the level of privacy they can expect from a particular Web site.

"The financial services industry has lagged behind in terms of joining 'privacyseal' programs and posting privacy documents," said Anne Jennings, marketing manager for TRUSTe, one of the nation's leading "privacyseal" programs. TRUSTe issues seals of approval to Web sites that disclose to their users the level of privacy they can expect from the site.

"We have been surprised to see just how few have joined up," Jennings said.

Jason Booth is a staff reporter for the Los Angeles Business Journal. This article originally appeared in that publication, and is reprinted by permission.

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BANKING



Marilyn Murray

Citizens Business Bank Announces Management Changes

D. Linn Wiley, president and chief executive officer of Citizens Business Bank, announced the appointment of Steve Borba to the position of vice president and network manager of the information services division. In addition, Marilyn Murray has been named as a senior vice president and director of human resources.

Borba's professional career incorporates over 15 years of

knowledge and experience in programming, systems analysis and information systems management. Prior to his appointment with Citizens Business Bank, Mr. Borba was manager of operations and training with Fremont General Corporation in Santa Monica. His responsibilities included maintenance and administration of network systems as well as training, education and development of com-

puter applications. Borba spent 13 years with subsidiaries of Fremont Financial Corporation, most recently as assistant vice president and director of management information services.

Ms. Murray joined the bank in 1997. She holds a bachelor's degree from California State University, Los Angeles, and is affiliated with several human resources professional organizations.

ADVERTORIAL

A Brand New Bag

by Sal Curasi, PFF Bank & Trust

Doctors may have stopped making house calls years ago, but today's businesses need and come to expect a visit from their bank — and so they should. Nowadays, business banking means more service, not less.

Your banker is more than just a friend — a good banker may be worth their weight in gold. Handling a business amid a competitive environment and managing the financial side of the business can be overwhelming to most owners. And that's where a business banker can help. Businesses have come to realize if they find the

right banker, they've found a valuable partner. A business banker can suggest solutions to meet the specific needs of a business, including on-line cash management, lockbox, merchant card and payroll services.

The banker is also a lending source, providing business lines of credit, equipment and commercial real estate loans. A working partnership with a banker can make a real difference to your business, providing the flexible loans and terms needed for liquidity and business growth. Dan Schwartz, vice president of ATI, an Upland-based window manufacturer for home builders serving Southern California, enjoys personalized

service from his local bank, PFF Bank & Trust. His business deserves that type of service, says Schwartz. "PFF banking officers are great to work with and are able to provide a fast response time to my credit requests. They have the capacity to service my business needs from equipment financing to 401 (k) plans."

As your business has changed over the years, so has the service that you need. Gone are the days when bankers sat comfortably behind the mahogany desk, waiting for the business customers to come to them. The days of the doctor's bag are long gone. They've been replaced by the banker's briefcase.

Former Del Monte Head Gives ULV \$3.2 Million

The former chairman and chief executive officer of Del Monte Corporation, Richard G. Landis and his wife, Beth, have given the University of La Verne the largest gift in university history. The announcement was made by James Long, chairman of the board, University of La Verne.

Landis began working part-time at Del Monte Corporation at age 15. He worked his way up to vice president and in 1978, was named chairman of the board. Mr. Landis helped to complete the merger with R.J. Reynolds Company and served as president until his retirement in 1983.

Mr. Landis graduated from the university in 1942. Mrs. Landis graduated in 1945. The Landises have served numerous civic and community organizations in the Oakland and San Francisco Bay area, including Kiwanis, the Boy Scouts and 4-H.

Dream...

continued from page 21

through the SBA, California Southern Guaranty or through conventional financing.

At IENB we really want to help you succeed. So whether you need a \$40,000 loan or a \$4,000,000 loan, you really should be banking with us.

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Candace Hunter Wiest is the president of Inland Empire National Bank in Riverside. The Bank has \$70,000,000 in assets and has two offices in Riverside and one in Fallbrook, (909) 788-2265.

AB 60 threatens employer...

continued from page 17

than a traditional 8-hour day, five-days-per-week schedule. Despite the demonstrated record in California, as in other states, that thousands of employees prefer more scheduling opportunities (such as four-day and three-day schedules), the opportunities to work such arrangements would be substantially narrowed or entirely eliminated under the legislation.

While the legislation would permit four-day schedules, the extraordinary, cumbersome, government-regulated process that would have to be followed would make such arrangements highly unattractive. Indeed, they would require government intervention, government disclosures and approvals. Furthermore, the bill would essentially outlaw schedules other than 10-hour shifts, such as the 12-hour schedules which are popular in many industries.

What the legislation will not do

The legislation would not improve relationships between employers and employees, would not increase the opportunities for flexible scheduling in any way and would not promote the interests of

workers or their employers. In short, with the exception of a provision that allows "make-up time" (which is already allowed under existing law), there is absolutely nothing positive to report about this legislation.

NOTE: The Employers Group met with Assemblyman Knox to discuss his proposed bill and the impact it would have on business. It was quite clear from this meeting that, given the current makeup of the Legislature, the current eight-hour daily overtime regulation is going to be changed. As the nation's largest HR management association, Employers Group is committed to working with Assemblyman Knox and organized labor in an effort to assist them in understanding the impact the various components of this bill will have in the workplace.

Barbara Lee Crouch is the local regional manager for the Employers Group. This 102-year-old, not-for-profit association is one of the largest employer representatives for human resources issues in the nation. It serves 4,000 member firms with 2.5 million employees. The group may be contacted at (909) 784-9430

Taking care...

continued from page 15

daily routine. Some people enjoy taking a walk, listening to music, singing, exercising, gardening, or playing with their children and/or pets.

Look for the humor in life and be ready to laugh at yourself and the situation. Roselyn surrounds herself with high energy, positive people to keep her energetic and positive.

Express your feelings openly and frequently so that little frustrations don't build up. Do some purge writing. Set a timer for five minutes while you write down all the feelings that flow from your pen to the paper. Don't judge what you are writing; let the emotions find form on the page in front of you.

Once you are done, tear up the paper and let those emotions be free.

Know your limits and be clear with others what they are. Say NO when it is appropriate.

Robin says, "I take a complete day off each week. I don't listen to the phone messages, don't open the door, or think of the business. This way I am refreshed when I get back."

Ask for help, get support and delegate.

Write an Action Plan for Self Care

You can do this by asking yourself: What do I need to take care of ME? "Brainstorm" some ideas. When will you do it? How often will you do it? What kind of support will you get? Next Step?

Make a commitment to at least one of the ideas presented or from your own brainstormed list and implement it within the next week. What will you do in the next month and the following month?

Go for it!!!

If you are exhausted, how can you keep your business on course, the profits up, the expenses down and take care of all of the people who rely upon you. You need to make yourself a priority which will result in a better bottom line and a healthier you. Take that next step NOW.

Amy Lynn Frost, MBA and MA Psychology, is director of Corporate Focus — Custom Corporate Focus and is a member of Professional Women's Roundtable (PWR) an affiliate of the National Association of Executive Females (NAFE) Inland Empire Chapter, For information on PWR call (909) 679-8048 or Website at www.pwronline.org.

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DESERT BUSINESS JOURNAL

Experienced CPA Joins Firm

Susan King has joined Maryanov Madsen Gordon & Campbell, CPAs as a senior accountant in the firm's Palm Spring's office. A southern California native, King graduated from Lindenwood College with a degree in business administration. She brings to the firm twelve years' experience pro-

viding business financial services for the manufacturing, retail, service and professional industries. At Maryanov, Madsen Gordon & Campbell, King's emphasis will be, in general, accounting and tax, with a special focus in the area of accounting software installation and training for area businesses.

Desert Notes

Marriott International presented Tim Sullivan, general manager of Marriott's Desert Springs Resort & Spa, with the prestigious "General Manager of the Year Award." Received by three general managers of more than 400 Marriott hotels and resorts worldwide, the award signifies excellence in hotel management. Sullivan gave credit to outstanding performances of the hotel staff.

Phillip I. Myers has been named director of public relations at the Jones Agency, a full-service advertising, marketing and public relations firm located in Palm Springs. He was formerly a

managing director of his own firm, the Myers Company. Myers' experience includes executive positions with Orion Pictures Corporation, Twentieth Century Fox Film Corporation, CalFed, Inc. and Grey Advertising...

On Feb. 24, La Quinta city officials and auto dealers officially broke ground for the Auto Centre at La Quinta. Participating in the groundbreaking were: STAMKO Development Co.; Indio Chrysler-Plymouth-Dodge-Jeep; Torre Nissan; Mazda-Kia-Subaru Superstore; La Quinta Chamber of Commerce and the city of La Quinta.

G.M. Placing Resort in Desert Spotlight

David Lurie, general manager of Merv Griffin's Resort Hotel & Givenchy Spa, is reaching out to the desert community. Since his appointment to the position last March, Lurie has been active in getting himself and the luxury destination involved in numerous civic and charitable endeavors. For example, Lurie was recently selected to sit on the La Quinta

Arts Foundation Board of Directors. The foundation sponsors the annual La Quinta Arts Festival. Under Lurie's direction, Merv Griffin's Resort Hotel & Givenchy Spa has been generous with in-kind donations to non-profit organizations such as the McCallum Theatre, the Mizell Senior Center and the Palm Springs Desert Museum.

Rancho Mirage Tennis School Ranked in National Top 25

For the second, consecutive year, *Tennis Magazine* named the Reed Anderson Tennis School among the top 25 adult tennis camps in North America. Anderson, who has been running tennis camps at the Westin Mission Hills Resort in Rancho Mirage for the last five years, also operates a tennis camp in Sunriver, Oregon. *Tennis Magazine* describes Anderson as "a gifted diagnostician who often uses ball machines so that he and his fellow pros can work with students on their side of the net." Guests at the Westin

Mission Hills Resort and local residents may choose from a variety of courses ranging from one to five days. The daily tennis school includes three hours of instruction, stroke production, analysis and game situation drills. The five-day program consists of 15 hours of instruction, scoring strategy, tennis wellness, a four-day menu plus program, singles tactics and a comprehensive overview. Tuition ranges from \$95 to \$375. Resort guests receive preferred rates.

For more information or reservations, call (760) 770-2148.

Palm Springs Airport Goes International

As most people know, Riverside County's only commercial airport went international. On Dec. 13, 1998, Alaska Airlines flight 565 departed - non-stop - to Vancouver, British Columbia. This event ushered in a new era for air transportation in the Coachella Valley and the surrounding area. In 1998, Palm Springs Regional Airport served a record-breaking 1.2 million passengers, an increase of 6.4 percent from 1997.

At the close of 1999, renovation and expansion projects will total around \$35 million. Currently, nine major and regional airlines provide direct service to 25 North American destinations. On June 8, 1998, construction began to expand the terminal and to lengthen the runway by 1,500 feet. Eight climate-controlled loading bridges are also being built. The \$20 million

project will be completed by the new millennium.

The improved amenities will include retail and food vendors; a putting green; attractive landscaping; an outdoor play area for children; open-air patios; and a central courtyard, complete with a signature water feature.

User-fee United States Customs services have been available since October, 1996. A federal inspection services facility is also planned; however, demand for international scheduling and charter operations will dictate the start of construction on this project.

On February 3, 1999, application approval led to the designation of the Palm Springs International Airport as a foreign trade zone, thus encouraging and allowing for expedited foreign commerce and economic development.

SECOND Page 3

NO JOKE: Local Planner Wins National Award

Richard Stephens' reputation as "that planning comic," rather than a national award-quality planning professional, is about to change. The planning director at AEI-CASC in Colton has been selected for the "1999 Distinguished Contribution Award" by the National American Planning Association. He will be honored at an April 27 conference in Seattle.

Stephens is in high demand as an entertainer at national and international conferences in the planning field. His creations include a needling of his colleagues' vocabulary (the "Plannerese Dictionary") and something called "the International Dark and Stormy Prose Competition."

His local contributions

include the "Vintage and Vinegar Awards" which evaluates Inland Empire projects each year.

Of course, an industry award doesn't come just for being funny. Stephens is active in professional planning organizations, edits several professional publications, webmasters several internet sites and teaches at Cal Poly Pomona. He served as a delegate to the World Planning Congress in the Azores, and was a guest of the Science Council of Japan where he lectured on environmental decision making. He also has been named as an international advisor to the Japan Association of Planning Administration.

During regular business hours, Stephens works for AEI-

CASC, a multi-discipline firm which offers engineering, surveying, planning, aerospace, telecommunications, environ-

mental and other information technology services throughout Southern California.



AEI-CASC Planning Director Ric Stephens, with March Field Museum Director Steve Clark, at work on the master plan for expansion of the Heritage Aircraft Museum. Stephens and Clark are shown with an SR 71 Blackbird, a high-altitude spy plane known for its speed, one of the 50 restored aircraft on display at the museum.

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IN REVIEW

Highlights of April issues of the Inland Empire Business Journal from years past

1995

Temecula voters narrowly approved a \$60 million entertainment "Old Town Entertainment Center."

1996

March Air Force Base changes its name to March Air Reserve Base after scaling back operations.

The Perris Auto Speedway opens to standing-room-only crowds.

1997

The Health Insurance Portability and Accountability Act (HIPA) will become effective as a law on July 1, making health care portable and continuous for workers who change jobs and meet certain eligibility requirements.

Local United Parcel Service (UPS) workers rally to support a national campaign against UPS by its own workers wanting higher pay and more benefits.

1998

The Citizen's Compensation Commission votes 4-3 to give hefty pay raises to California's top elected officials.

Intel Corp. announces the resignation of CEO Andrew Grove, *Time Magazine's* "Man of the Year" in 1997.

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Kids care fare ...

continued from page 5

Kids Care Fair is one of 50 similar fairs put on by the American Red Cross nationwide. Loma Linda's is the largest.

The reason Loma Linda became involved in the program, Boren said, is that there is a tremendous need in the community for medical care for children. Many families in the region find themselves in situations where the household income is large enough to make them ineligible for Medicare, but too small to allow them to purchase health insurance. It is the children of the families that fall into this gap which are the main focus of the Kids Care Fair.

Last year's fair drew more than 3,500 children and 1,000 of them received about 4,500 immunizations. The shots are given in what Boren described as a "diversional pain free environment." Basically that means the little ones will

receive their injections while being distracted and entertained by clowns, balloons and blowing bubbles.



Loma Linda Staff Members Evaluate the Dental Health of a Youngster at Last Year's Kids Care Fair.

Nurses will be on hand to evaluate the status of previous immunizations and will advise if the need

is to be renewed. The immunization services are free.

In addition to the immunizations, there will be more than 40

booths by volunteers and professionals who will distribute literature and provide screenings for various ailments. The volunteers include LLUMC employees, staff and medical students.

Several booths will offer screenings and evaluations of the current health of participating children. Screenings will include tuberculosis, chicken pox, blood pressure, vision, height and weight, dental and others. In addition, police officers and fire fighters will be on hand to discuss drowning prevention, bike safety, car seat use and other child protection measures. Fingerprinting services for children will also be provided.

Boren emphasized that there are no financial criteria for the event. Everyone, regardless of financial ability, will be accepted.

In addition, there are entertainment and craft venues to make the event a fun day for all.

APRIL 1999

APRIL 1999

INLAND EMPIRE BUSINESS JOURNAL • PAGE 49

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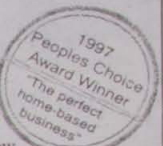
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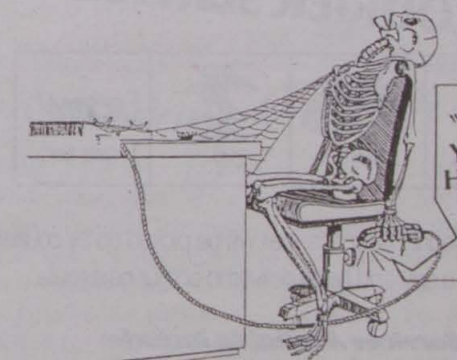
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Kaiser Ventures Inc.	10.25	9.25	1.00	10.8
National RV Holdings Inc.	23.63	22.06	1.56	7.1
Prudent Financial Holdings	16.75	16.00	0.75	4.7

THE LOSERS Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Modtech Holdings Inc.	9.88	14.13	-4.25	-30.1
Keystone Automotive Inds. Inc.	14.50	17.75	-3.25	-18.3
Watson Pharmaceutical Inc.	39.94	48.38	-8.44	-17.4
Life Financial Corp.	3.31	3.88	-0.56	-14.5
Fleetwood Enterprises	29.13	32.44	-3.31	-10.2

Name	Ticker	3/25/99 Close Price	2/26/99 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co.	AWR	25.31	28.2	-10.2	30.00	21.13	15.6	NYSE
Channell Commercial Corp.	CHNL	8.88	8.8	1.4	13.88	5.75	10.5	NASDAQ
CVB Financial Corp.	CVB	20.13	19.8	1.9	25.55	16.48	16.0	AMEX
Fleetwood Enterprises Inc.	FLE	29.13	32.4	-10.2	47.06	25.00	8.6	NYSE
Foothill Independent Bancorp	FOOT	15.25	15.5	-1.6	18.26	9.25	17.9	NASDAQ
HF Bancorp Inc.	HEMT	17.69	17.3	2.5	18.38	11.25	NM	NASDAQ
Hot Topic Inc.	HOTT	17.25	14.1	22.1	30.50	9.88	13.9	NASDAQ
Kaiser Ventures Inc.	KRSC	10.25	9.3	10.8	14.63	8.00	93.2	NASDAQ
Keystone Automotive Industries Inc.	KEYS	14.50	17.8	-18.3	28.13	13.88	14.5	NASDAQ
Life Financial Corporation	LFCO	3.31	3.9	-14.5	26.13	2.00	1.9	NASDAQ
Modtech Inc. (L)	MODTD	9.88	14.1	-30.1	24.50	8.75	6.0	NASDAQ
National R.V. Holdings Inc.	NVH	23.63	22.1	-7.1	33.67	13.13	9.8	NYSE
PFF Bancorp Inc.	PFFB	17.69	17.5	1.1	21.38	10.75	14.5	NASDAQ
Provident Financial Holdings Inc.	PROV	16.75	16.0	4.7	24.25	13.50	12.6	NASDAQ
US Filter Corp.	USF	30.69	24.6	24.9	36.25	11.44	NM	NYSE
Watson Pharmaceuticals Inc.	WPI	39.94	48.4	-17.4	63.00	35.00	31.2	NYSE

Notes: (H)-Stock hit 52 week high during the month, (L)-Stock hit 52 week low during the month, NM - Not Meaningful

Five Most Active Stocks

Stock	Month Volume (000's)
US Filter Corp.	65,298,400
Watson Pharmaceuticals Inc.	26,019,300
Fleetwood Enterprises Inc.	2,885,200
Modtech Holdings Inc	2,860,200
HOT Topic Inc.	2,066,300
D & P/IEBJ Total Volume Month	105,383,900

Monthly Summary 2/20/99

Advances	9
Declines	7
Unchanged	0
New Highs	0
New Lows	1

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8008.

Hot Topic Record Sets Sales Records With Growth

by Robert Parry

To read the Motley Fool
analysis of Hot Topic Inc. (NAS-
DAQ: HOTT), one might get the
impression that the company was
already dead. But, when you spe-
cialize in "Goth" style merchan-
dise and apparel (a trendy style
which leans heavily toward the
dark and gloomy), that's a risk.

Pomona-based Hot Topic
endured a rocky, bumpy and
roller-coaster-like second half of
1998 which would bring fright to
any ghoul. After spending the
summer in a relatively calm orbit
around the \$25 mark, HOTT
plunged below \$15 in a matter of

a few days at the end of August
before rocketing back to \$25 by
mid-November. It held steady
there for a while, before dropping
\$10 in about one day - losing
about 50 percent of its value in
the blink of an eye just before the
new year. The fall was generated
by a 10 percent decrease in com-
parable-store sales for the fourth
quarter.

The stock price has reestab-
lished a modicum of consistency
over the last few weeks, holding
steady in the \$14 range. But, the
damage was done. It went in a
matter of a few weeks from being
a consensus "strong buy" recom-
mendation to being ranked only

as a "hold" by at least one firm.

While that isn't quite as
happy an outlook as that enjoyed
by those stocks in the tech-fren-
zy, the company is also far from
being regarded as a pariah.

Before the fall, the company
had been enjoying higher than
anticipated margins in the third
quarter of fiscal 1998.

HOTT issued its IPO in
September of 1996 and used the
cash to go on an expansion spree.
The firm opened an average of
one store each week during the
first nine months of 1997 and
1998. The company's stores are
mall-based and specialize in
music-licensed and music-influ-

enced gifts, clothing, accessories
and other merchandise. The com-
pany has 158 stores in 38 states.

The end of March saw HOTT
take another ride on the roller
coaster. The stock plunged more
than \$1.25 in a matter of minutes
on the heels of fourth-quarter
financial reports. While net sales
increased 36 percent over the
same period in 1997, compara-
ble-store sales were actually
down almost 6 percent. The
increase in net sales, a new com-
pany record, was due to the
firm's ongoing expansion.

The next day, things
rebounded in a gain of nearly
five points.

Executive Notes

The city of Ontario has selected **Winter Graphics South** for its national advertising campaign. The Temecula-based design firm will develop direct mail campaigns, trade shows and a web site for the city. "We will be redefining Ontario's image," said Mary La Rue Winter, the company's principal. She added that the goal of the campaign is to put the city "on the map" with major corporations...

Ann Weaver Hart, provost and dean of faculty of **Claremont Graduate University** recently announced the appointment of Cornelis A. ("Kees") de Kluyver to the university's **Drucker School of Management** where he will serve as professor of management. De Kluyver is the author of numerous publications relating to marketing and trade policy, and has served on the boards of several companies, including Universal Systems & Technology Corp. and E.J. Bell & Associates...

Ontario-based **Oakwood Interiors** is sponsoring the car of top fuel driver Randy Anderson. The drag racer appeared at the Winternationals in February at the Fairplex in Pomona with Oakwood's sponsorship decals on his car doors and parachute.

Corona-based **CSP Communications, Inc.** recently hired Sharon Massey as a senior account executive and Carrie Gilbreth as an account executive. Massey will provide strategic planning and implementation programs for clients such as Nimbus CD International, Technicolor and Toyota Motor Sports. Gilbreth will participate in the development and implementation of integrated marketing and public relations program for clients such as Coors Brewing Company, Santa Anita Park and Price Pfister...

Newport Beach-based **Lakeside Sports and Entertainment**, operators of the **Lake Elsinore Diamond** and the Deacon Jones Foundation, has retained **Nicoletti Communications** to handle all aspects of public relations and marketing. The Lake Elsinore Diamond is home to the **Anaheim Angels'** class-A minor league baseball team, the Lake Elsinore Storm. The 17,500-seat facility, dubbed a "miniature Camden Yards" by the *Wall Street Journal*, was also voted the best stadium in the nation for single-A and double-A baseball by Baseball America.

Los Angeles County Fair Association executive Judy Siodmak, announced her retirement from the organization, effective March 26. Siodmak, who has worked at the Fairplex since 1981, is the company's vice president of marketing and strategic planning. During her 18-year Fairplex career, Siodmak supervised the organization's advertising, marketing, special markets, communications, public relations, promotions, entertainment, exhibits, year-round events and sponsorship areas. She is responsible for helping to transform the facility from the site of an annual fair into a year-round events center...

Cal State San Bernardino has appointed an advisory council for its College of Extended Learning. The panel includes local education, business and government leaders. Among those from the business sector are: Steven Henthorn, executive director of the **San Bernardino Convention and Visitors Bureau**; attorney Elaine Rosen; *Inland Empire Hispanic Lifestyle Magazine* publisher Richard Sandoval; and Ron Winkler of **city of San Bernardino Economic Development Agency**.

Recruitment efforts are underway at **Olsten Staffing Services** in Chino. The Chino site is the second of four sites in the Inland Empire to relocate to a storefront facility, a move to attract a larger pool of job seekers in the community. Olsten's Chino office offers local temporary and career opportunities for skilled office professionals including secretaries, administrative assistants, receptionists and office clerks.

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MANAGER'S BOOKSHELF

Management In Print

"Calling A Halt to Mindless Change: A Plea for Commonsense Management," by **John Macdonald**; Amacom, New York, New York; 1998; 244 pages; \$24.95.

by Henry Holtzman

Are business buzzwords and consultant catch-phrases wearing you down? Do you believe that TQM and ISO are better suited to a bowl of alphabet soup than a marketing plan? Are you ready to tear the tongue out of the next person who says "re-engineer" or "paradigm?" Take heart! Author John Macdonald, a pioneer of quality management in the United Kingdom, shares your opinion.

What causes an early "quality" pioneer to take another look at quality management, among other management concepts, and change his mind? Macdonald states his case quite clearly: "Organizations that do not recognize that change is a continuous process in need of managing are condemned to periodic uncontrolled revolutions. They become susceptible to legions of consultants ever eager to propose ready-made solutions. In the context of individual companies and even business as a whole, most of these radical changes are not only mindless, they are positively dangerous."

Macdonald makes persuasive arguments along four general tracks: First, executives are losing sight of simple business truths. Second, in too many instances companies have thrown out core competencies and key people while making changes quickly.

Third, evolutionary, not revolutionary management processes nurture business. Finally, in an attempt to promote fresh thinking, business schools which should know better have supported revolutionary instead of evolutionary management methods.

Macdonald takes very precise aim at a series of business process revolutions and picks them apart. He offers both the good and bad features of Total Quality Management,

quality circles, empowerment, self-directed teams, ISO 9000, re-engineering, benchmarking, and downsizing, among many others.

What's remarkable about this parade of management techniques is the great number of executives who bought into them so enthusiastically, then failed to support them. Even more remarkable was the insensitivity of executives to their employees' complaints that the current "fix-of-the-month" wasn't working any better than the previous one. Perhaps that's because they (the employees) hadn't been around for more than three years and the experienced employees had all been downsized.

There is one exception to the balanced analysis of management methods offered by Macdonald. The exception is feng shui. He com-

ments: "Feng shui is claimed to be an ancient Chinese philosophy based on the positive focus of life forces. ...Believers claim that this force can be controlled in the business environment to create energy and peace. As a skeptic, I see it all as further evidence of mindless change. I have not been convinced that any of the following dramatically improve business performance:

- Putting fish tanks full of carp in your office
- Never wearing yellow clothes
- Ensuring that all plants in the office have rounded leaves."

Although Macdonald clearly enjoys being a curmudgeon, he doesn't do it often, which only adds to the readability of the book. Also, he does far more than call a halt to progress. In fact, he encourages the

search for new and more effective methods of management, but plainly wishes to see it take place on a practical, evolutionary basis.

In other words, feng shui may help an ailing marketing plan, but a candid meeting with your sales force may accomplish the goal without the need for carp in the corporate fish tank.

One of the book's best chapters is titled "Purpose." It's about changing a process if it will truly achieve an important result and generate value, such as improving external or internal customer focus.

The book is one of the more important works for management published during the past few years. It goes a long way toward junking mindless jargon.

Best-selling Business Books

Here are the current top 10 best-selling books for business. The list is compiled based on information received from retail bookstores throughout the U.S.A.

1. "The 9 Steps to Financial Freedom," by Suze Orman (Crown...\$23) (4) How to overcome obstacles in the path to achieving wealth.
2. "The Millionaire Next Door," by Thomas J. Stanley and William D. Danko (Longstreet Press...\$22) (1) Millionaires are made of discipline, work, and frugality.
3. "Roaring 2000s," by Harry S. Dent (Simon & Schuster...\$25)(3) Despite the Bears of '98, Dent sees the Bulls of '00.
4. "Die Broke: A Radical Four-Part Financial Plan," by Stephen M. Pollan (HarperBusiness...\$25) (2) Planning for retirement by not retiring.
5. "Ernst & Young Tax Guide 1999," prepared by Ernst & Young (John Wiley & Sons...\$15.95) (10) It's that time of the year for tax guide books.
6. "Eat the Rich," by P.J. O'Rourke (Atlantic Monthly Press \$24) (5) humorous look at the "dismal science" of economics.
7. "The 48 Laws of Power," by Robert Greene with Joost Eijffers (Viking...\$24.95) (6) How to get power or defend against it.
8. "J.K. Lasser's Your Income Tax 1999," by J.K. Lasser Institute (Arthur Andersen Consulting...\$15.95)** Grandfather of annual tax guides a hot seller again once more.
9. "Titan: The Life of John D. Rockefeller, Sr." by Ron Chernow (Random House...\$30) (7) The man who was the paradigm for being 'rich as Rockefeller.'
10. "Success Is A Choice," by Rick Pitino with Bill Reynolds (Broadway...\$25) (8) Ten step system for getting ahead in business.

*(4)— Indicates a book's previous position on the list.

** — Indicates a book's first appearance on the list.

Inland Empire Restaurant Review

Compass Creek is Coming Along Nicely

by Joe Lyons

Rancho Cucamonga is a work in progress. So is Foothill Boulevard, especially from Haven Avenue east to the 15 freeway. So it is only natural that Compass Creek Restaurant and Brewery, located in the heart of it all, is also a work in progress.

Two visits in two weeks have shown that, what started as a Santa Monica-style micro brewery, is quickly evolving into an Inland Empire spot.

The same six home brews made the cut both times, running from pale ale to a stout (no relation

to RC's past mayor). You can buy them by the pint, the half-yard or the jug. You can even get them in a sampler six-pack so you can pick your favorite.

My first visit to the bar lacked something to munch on: no nuts, pretzels or nachos – just calamari and goat cheese. One week later, potato-skins and garlic bread had been added.

On the dinner side, the food was way too upscale for our little corner of the world. There was a separate card for burgers and sandwiches, but you had to ask for it. On my second visit, burgers, salads and chicken sandwiches had been

added to the main sheet.

Included here is a chili-in-a-bread-bowl for \$7.95. This is a great chili. They should sell it by the bowl like Marie Callender's. Pasta has been added to the list, including a very creamy penna mamma mia for \$11.95. It's a bit pricey but good.

Entrees now list fresh king salmon for \$17.95. It is charbroiled and topped with mushrooms and a bearnaise sauce. I like mine cooked well, but you may prefer your fish with a little less time on the grill. The same is true of the 22 oz. porterhouse steak (\$23.95) which is aged about three weeks, and smothered in mushrooms and the rack of lamb (\$19.95) which is cut into chops and served with marchand du vin sauce. What's missing here is the traditional mint jelly.

I did not try the bacon-wrapped filet mignon in bearnaise sauce. Still, I couldn't help but notice it had dropped in price two bucks to \$20.95. Like I said, it's a work in progress.

The menu now also features children's meals, wines, specialty coffees and specialty drinks. The new architecture installed in the old building shell is open and airy with no complete support walls inside. Entertainment includes both blues and jazz nights.

It must be noted here that the help at the Creek are very person-

able and helpful. That sort of crew is not always easy to find.

This stretch of Foothill may not yet have the reputation of San Bernardino's Hospitality Lane, but it is rapidly headed for it. People are lining up at Compass Creek and other new local establishments to eat, drink and feed their families. As I look around at them, I have to wonder where these people were eating only a year or so ago. There certainly wasn't much around here.

The only real shortcoming to Compass Creek is a lack of low-end items. Coincidentally, I attended a child's birthday party at Pharaoh's Lost Kingdom in Redlands in that same week. Their party menu consists of plain little hamburgers, one-topping pizza, chicken wings, ballpark style nachos (chips and melted cheese) and hot dogs. Kids expect no better at Pharaoh's, but beer drinkers in a jazz micro brewery don't ask for much either. If the cheesy snacks were in the bar at Compass Creek, it would be just about perfect.

That, and making sure that the chef doesn't overcook your order.

Joe Lyons is the regular contributing restaurant critic for the Inland Empire Business Journal. He also is co-host of Bill Anthony's restaurant review on the Inland Empire TV News.



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MEAD ON WINE

Take an Armchair Tour of Your Favorite Wines

by Jerry D. Mead

Monterey Overview

It isn't always necessary to take a trip to visit the wine country. Get a few friends together and pick a wine region from which to try a wide array of wines. It could be Napa, Sonoma, Tuscany or the Loire Valley of France.

For such a sampling, you can serve up to 18 people from a single bottle by giving each a one-and-a-half ounce taste. So, having six to eight wines over a period of several hours, along with finger foods, is still well with in the bounds of moderation.

I recently did such an armchair tour of Monterey County, with a much larger array of wines. Professionals can do that. Wine judges often taste 100 wines a day. But, keep in mind that only a sip or two is being taken and often much of that is expectorated... all right, spat out!

If you want to take a real tour of Monterey wine country, you can ask for the free Monterey Wine Tasting Guide, which is really a full-color, fold-out map with a listing of all the county's wineries, including addresses, phones and hours open to the public. The guide is free for the asking if you call (831) 375-9400.

Regarding the wines reviewed below: Some have broad national distribution. Others are much more limited. The phone number above (Monterey Vintners & Growers) will also help you with questions of retail availability.

Hess Select 1997 Chardonnay (\$10). This one doesn't say Monterey on the label, but it comes from predominantly Monterey fruit. Pleasant melon and tropical fruit with nice little vanillin notes. Alas! It has a sweet impression that some may like, but that I find to be off-putting. Better at cocktail time than with food. Rating: 84/84.

Cobblestone 1997 "Arroyo Seco" Chardonnay (\$22.50). A big, juicy, "fruit bomb" style with tropical flavors. It is rich and highly oaked. Match it with lobster or crab in Mornay sauce. Rating: 87/84.

San Saba 1997 "Monterey"

Chardonnay (\$20). The favorite label of the night, with its picture of a pride of lions. Melon and very ripe apple fruit. Soft vanilla with a little nutmeg spice in the background. Rating: 86/83.

Morgan 1996 "Reserve" Chardonnay (\$25). Smoky, toasty, very overt oak vanillin on apple fruit with layers and layers of flavors and complexity. Rating: 90/84.

Boyer 1997 Chardonnay (\$13). Call it the most under-priced wine of the group. This one will compete with wines in the \$20-\$30 range. Delicious – very appealing from first sniff through last taste. Delicate tropical flavors with absolutely perfect wood notes, smoky, toasty, barrel-char complexity. Rating: 95/95.

Cloninger 1997 "Monterey" Pinot Noir (\$22). Very elegant, crushed rose, light cranberry and very light cherry with a bit of rose petal complexity. This delicate wine won't age well, but it's wonderful right now and the perfect match for a grilled salmon. Rating: 90/85.

Estancia 1996 "Pinnacles" Pinot Noir (\$15). Earthy, dying rose bouquet, on plum and black cherry fruit. Very complex with earthy-smoky after-flavors. Rating: 90/90.

Scheid Vineyards 1997 "Monterey" Pinot Noir (\$25). Very ripe plum and sweet, raw beet flavors and some black cherry too. Very intense with some earthy, mushroom quality in the aftertaste. Moderate tannin level. Rating: 89/84.

Paraiso Springs 1996 Syrah (\$22.50). Big, youthful plum and boysenberry fruit. Mouth filling, jammy and fruity. A little pricey. Rating: 86/82.

Ventana 1997 Syrah (\$16). Mostly berry fruit and nicely structured to be a food companion. It seems several years older than it actually is, with some smoky complexity. Lovely now, will improve further with age. Rating: 89/87.

Rancho Galante 1996 Cabernet Sauvignon (\$18). Very youthful. Big, deep black cherry and black currant fruit. Highly extracted, with a moderately high tannin level, but with enough fruit to sustain it through softening in time. Needs a minimum 3-5 years cellaring.

Rating: 90/87.

Jekel 1995 "Sanctuary" (\$26). A Meritage-style blend of all five of the top Bordeaux varieties: Cabernet Sauvignon, Merlot, Cabernet Franc, Malbec and Petit Verdot. Beautifully balanced and elegant red, with berry, plum and cassis flavors. Nicely wooded. Feels good in the mouth and lingers pleasantly on the palate. Rating: 92/85.

Wines are scored using a unique 100 point system. First number rates quality; second number rates value.

Competition Season

The 1999 wine competition season has begun. The New World

International was held in February, right here in the Inland Empire. It is usually first to announce awards.

Based on early reports, it will be a record year for wine evaluations. The New World was up more than 200 entries over 1998's number of nearly 2000.

The number of entries in wine competitions seems to relate directly to the financial well-being of the industry and to the general availability of supply. In short years, or years of financial difficulty, entries go down in number or stay flat. Increasing entries is a sign of plentiful supply and strong sales.



Wine Selection & Best Rated

by Bill Anthony

Clos Du Bois		Robert Pei	
Cabernet Sauvignon 1994	\$21.00	Sangiovese 1995	\$18.00
Briarcrest Vineyard, Alexander Valley, California		California, "Two-Heart Canopy"	
Chardonnay 1996	\$17.00	"Due Baci" 1995	\$25.00
Alexander Valley, California, Special Selection		Napa Valley, California, Proprietary Red	
Chardonnay 1996	\$15.00	"Tocai Friulano" 1996	\$19.00
Flintwood, Dry Creek Valley, California		Central Coast, California, Varietal White Wine	
Chardonnay 1996	\$14.00	Sangiovese 1995	\$25.00
Carneros, Napa Valley, California		Napa Valley, California, "Colline Di Sassi"	
Merlot 1995	\$20.00	Sauvignon Blanc 1996	\$20.00
Alexander Valley, California, Special Selection		Napa Valley, California, Reserve	
Meritage Type Red 1994	\$25.00	"Malvasia Bianca" 1996	\$19.00
Maristone Vineyard, Alexander Valley, California		Central Coast, California, Varietal White Wine	
Pinot Noir 1996	\$15.00		
Sonoma County, California			
		Rosemount Estates	
		Semillon-Chardonnay 1997	\$7.95
		South Eastern Australia, "Diamond Label"	
		Grenache Shiraz 1997	\$7.95
		South Eastern Australia, "Diamond Label"	
		Cabernet Sauvignon 1996	\$10.95
		South Australia "Diamond Label"	
		Sauvignon Blanc 1997	\$9.95
		South Eastern Australia, "Diamond Label"	
Merryvale Vineyards			
Chardonnay 1996	\$18.00		
Napa Valley, California, Startmont			
Cabernet Sauvignon 1995	\$30.00		
Napa Valley, California, Reserve			
Chardonnay 1995	\$30.00		
Napa Valley, California, Reserve			
Merlot 1995	\$32.00		
Napa Valley, California, Reserve			

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NEW BUSINESS

Entrepreneurs Etc., 16004
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 Services**, 401 Laraine Dr.,
 Beaumont, CA 92223, Jon
 Haggin
Mamacita's Restaurant,
 74991 Velie Way, Palm
 Desert, CA 92260, Dantes
 Nunez
Manila Food Exchange,
 28481 Rancho Cal. Rd.,
 #201, Temecula, CA 92590,
 Joe Marino
Mapvision Technologies,
 302 Sonora St., Redlands, CA
 92373, Gregory Rossel
Marcy Mores & Associates,
 13698 Regis Dr., Moreno
 Valley, CA 92555-2510,
 Maricela Morales
Mariah Construction, 13600
 Pawnee Rd., #4, Apple Valley,
 CA 92308, Norberto Ruiz
**Marisco's Espinoza
 Restaurant**, 1338 W. 5th St.,
 San Bernardino, CA 92411-
 2620, Victor Espinoza
Market Matters Seminars,
 39671 Willowbend Dr.,
 Murrieta, CA 92563, Chuck
 Field
Gold Coast Gunite, 1038
 Stickney Cir., Redlands CA
 92374, Stephen Lynes
Golden Pheasant, 4164 N.
 Perris Blvd., #H, Perris CA
 92571, Rogelio Guerrero
Golden Rose of California,
 P.O. Box 591, Alta Loma, CA
 91701-0591, Jaime Munoz
Golden Rule Mortgage,
 16470 Turnbury Ct., Chino CA
 91709-6164, Flavio Berny
Golden State Equipment,
 1701 Rimpau Ave., #104,
 Corona CA 91719, Noel
 Chantiam
Golden West Financial,
 68713 Perez Rd., #B3,
 Cathedral City CA 92234,
 Glendover Inc.
Golden West Groomers,
 5120 E. Holt Blvd., Montclair,
 CA 91763, Pamela Sepulveda
Goldie, 7332 Teak Way,
 Rancho Cucamonga, CA
 91730-1529, Teresa Ross
Goldmine Vacation Rentals,
 P.O. Box 198, Big Bear Lake,
 CA 92315-0198, Robert Harris
Golfito Service, 19059 Valley
 Blvd., Bloomington, CA
 92316-2219, Oscar
 Hernandez
Gomez Furniture, 7203
 Arlington Ave., Ste. H,
 Riverside CA 92503-1548,
 Ignacio Gomez
Got Game, 12353 F Mariposa
 Rd., #9, Victorville, CA 92392,
 Michelle Wingard
Garcia's Towing Service,
 2341 12th St., Riverside, CA
 92507, Jose Garcia
Graneau Fences & Gates,
 40300 Bella Vista Rd.,
 Temecula CA 92592-8527,
 Thomas Graneau
Granny's Closet, 26649

Baseline St., East Highland,
 CA 92346, Faye Pollock
Graphics Concepts, 11993
 Magnolia Ave., Ste. E,
 Riverside, CA 92503-4930,
 Rhonda Everhart
Green Acres Ranch, 35750
 De Portola Rd., Temecula, CA
 92592, Margaret Rich
Greenbriar Apartments,
 5829 Riverside Dr., Chino, CA
 91710-4491, Michael Galassi
Greensleeves, P.O. Box
 3531, Big Bear Lake, CA
 92315-3531, Monica Kluge
Greensport Publishing,
 2173 E. Colton Ave., Mentone
 CA 92359, Betty Hazard
Greg's Garage, 221 E. Stuart
 Ave., Redlands, CA 92374-
 3367, Gregory Best
Grubb's Carpets, 17559
 Ryan Ave., Lake Elsinore, CA
 92530, Phillip Grubbs
Guido's Deli & Sausage,
 9755 Arrow Rte., Rancho
 Cucamonga, CA 91730-3676,
 Guido Sciobtino
Gym on the Move, P.O. Box
 1203, Yucca Valley CA 92286,
 Chad Nounnan
**Gymboree of the Inland
 Valley**, 791 E. Foothill Blvd., #
 G, Upland, CA 91786, Jenetta
 Morrison
**H & R Janitorial &
 Maintenance**, 295 S. 2nd
 Ave., Upland, CA 91786,
 Heather Burleson
H & W International Co.,
 28801 Glenheather Dr., East
 Highland, CA 92346-5360,
 Nian Huang
**H P S Investment
 Management**, 68100 Ramon
 Rd., # C8, Cathedral City CA
 92234, H P S Trading Inc.
H T E Computers, 403 North
 Ellis, Lake Elsinore, CA
 92530, Daniel Williams
H2 Trucking, 75605 Ramon
 Rd., Thousand Palms, CA
 92276, Ronald Thiessen
Hairdooz Etc., 345 W.
 Foothill Blvd., Rialto, CA
 92376-4965, Raven Crossley
Hall Enterprises, 24431
 Finley Dr., Moreno Valley, CA
 92553, Carolyn Hall
**Hall Of Fame Sports
 Gallery**, 7109 Arlington Ave.,
 # F, Riverside, CA 92504,
 Barry Albert
Handmade by Mom, 1062
 Via San Michael Palm
 Springs, CA 92262, Donna
 Priehs
Happy Critters Pet Shop,
 158 N. Main St., Lake Elsinore
 CA 92530-4006, Russell Ray
Harold's Toys & Gifts, 10241
 Country Club Rd., #E, Mira
 Loma, CA 91752, Jack Burton
Harris Insurance Agency,
 26084 Crestone Dr., Sun City,
 CA 92586-2140, Catherine
 Fuller
Harris Kenpo Karate, 2857
 Hammer Ave., Norco, CA

91760, Meredith Addy
Harrison Harrison Media,
 517 N. Mountain Ave., #207
 Upland, CA 91786-5016,
 Bernard Harrison
Harry's Mint, 24375 Jackson
 Ave., Apt. J204, Murrieta, CA
 92562-1960, Donald Sperry
Hav Luv Inc., 11528
 Ridgecrest Ln., Moreno
 Valley, CA 92557, Hav Luv
 Inc.
Headcase, 15625 Terrace
 View Ct., Riverside, CA
 92504, Ryan Struble
Health And Nutrition Center,
 14425 Almond St., Cabazon,
 CA 92230, Jack McCafferty
Heather Wreath Designs,
 32230 Sage Rd., Hemet, CA
 92544-9519, Judy Peterson
Heaven, 6509 Brockton Ave.,
 Riverside, CA 92506-2036,
 Susan Hess
Help From Above, 1477
 Malabar Way, Big Bear City,
 CA 92314-9215, Charles
 Haudenschliel
Hemet Door Supply, 46024
 Bautista Cyn. Rd., Hemet CA
 92544, Cari Neely
**Hemet Rock Spraying &
 Landscaping**, 3065
 Mockingbird Ln., Hemet, CA
 92544, Lloyd Jeannin
Heritage Villa Apartments,
 4301 La Sierra Ave.,
 Riverside, CA 92505-2951,
 Leonard White
Hester & Associates, 956
 Chantel Dr., Corona CA
 91719, Thyme Hester
Hi Desert Cable TV Co.,
 7500 Kickapoo Trail, Yucca
 Valley, CA 92284, Franem
 Cable Co.
Moreno Valley Properties,
 21921 Alessandro Blvd.,
 Moreno Valley CA 92553,
 Clare White-McDonald
**Mortgage Research
 Services**, 1690 W. Sixth St.,
 #H2, Corona CA 91720,
 Timothy Waters
Motorcycle Digest, 1569
 Parkridge Ave., Norco, CA
 91760, Walter Fulton
Motorsport Promotions,
 10134 Sixth St., #H, Rancho
 Cucamonga CA 91730, West
 Coast Motorsport Promo
**Mountaineer Progress
 Newspaper**, 3936 Phelan
 Rd., Phelan CA 92329,
 Steven Rinek
MPG Maintenance, 34642
 Yucaipa Blvd., #98, Yucaipa
 CA 92399, Michael Griffiths
Mr. Micro Distributors, 131
 N. McKinley St., #3107,
 Corona CA 91719-6565,
 Waseem Khan
Mt. Vernon Liquor, 1002 N.
 Mount Vernon Ave., Colton
 CA 92324-2553, Sung Lee
Mt. View Builders Inc., 1200
 Nevada St., #201, Redlands,
 CA 92374, La Donna Arden
Munaretto Insurance

Agency, 2900 Adams St.,
 Ste. C130, Riverside CA
 92504-4331, Mike Munaretto
Munchkins, 2550 S. Hope
 St., Ontario, CA 91761,
 Dianne Thayer
**Munford Maintenance
 Service**, 713 W. Mariposa
 Dr., Rialto, CA 92376, Joseph
 Munford
Murray Family Child Care,
 924 Forester Dr., Corona CA
 91720-7722, Lisa Murray
Murrieta Dental Group,
 40770 California Oaks Rd.,
 Murrieta, CA 92562, Stephen
 Thorne
**Murrieta University Child
 Cntr.**, 39840 Los Alamos Rd.,
 #14, Murrieta, CA 92562-
 5829, Julie Morin
Music Mates, 22489 Boating
 Way, Quail Valley CA 92587-
 7913, John Shaw
Musical Services, 13323
 Bryant St., Yucaipa CA
 92399-5165, Marc Johnson
My Corner Closet, P.O. Box
 1206, Blue Jay, CA 92317,
 Carole Lane
**Myer's Financial
 Consulting**, 79154 Buff Bay
 Ct., Chiriaco Smt., CA 92201,
 William Myers
N C I International, 1149
 Pomona Rd., Corona CA
 91720-7604, David Cho
N H M Worldwide, 10109
 Mallow Dr., Moreno Valley CA
 92557, Dan Hansen
**N M C Newmedia
 Consulting**, 11143 Berwick
 Dr., Rancho Cucamonga CA
 91730-6706, Olaf Pernitt
N Y P D, 260 N. Palm
 Canyon, Palm Springs, CA
 92262, Rob Cucuzzella
Nail It Construction, 2719 S.
 Lassen, Ontario, CA 91761,
 Darrell Rayburn
Nail Trends, 1347 East 4th
 St., Ontario, CA 91764,
 Phuong Tran
Nalc California, P.O. Box
 11471, San Bernardino, CA
 92423-1471, Kathleen
 Racine
Naranjo Enterprise, 17960
 Barbee St., Fontana CA
 92336, Roberto Naranjo
Nash Cleaners, 35140
 Yucaipa Blvd., Yucaipa, CA
 92399, Henry Yocom
Nates Deli & Restaurant,
 100 S. Indian Canyon Dr.,
 Palm Springs, CA 92262-
 6604, Herb Weber
National Autos, 8350
 Archibald Ave., #236, Rancho
 Cucamonga CA 91730, Baber
 Syed
National Funding, 1272 N.
 Palm Canyon Dr., #210, Palm
 Springs, CA 92262-4404,
 Ladd Cameron
**Native Lands Coffees &
 Teas**, 1045 Agnino Cir.,
 Corona CA 91719, Mike
 Dalton

**North American Capital
 Enterprise**, 19120 Pimlico
 Rd., Apple Valley, CA 92308-
 6783, Northamerican Capital
 Enter Inc.
North Pole Fire Co., P.O.
 Box 1171, Lake Arrowhead,
 CA 92352, Timothy Wessel
Northend Residential Care,
 3525 F. Street, San
 Bernardino, CA 92404,
 Christine Smith
**Numero Uno Lawn
 Maintenance**, 15604
 Hesperia Rd., Victorville, CA
 92392, Alfredo Franco
Nutri Sport Temecula, 27527
 Ynez Rd., Temecula, CA
 92591-4622, Catherine Haap
O C Home Improvement,
 27536 Avenida interno,
 Romoland, CA 92585-3629,
 Edward Dugger
**Oak Hills Development
 Company**, 214 West 4th St.,
 Perris, CA 92572, Oak Hills
 Dvlpmnt. Co. Ltd.
Natl. Shippers Network, P.O.
 Box 9000, Alta Loma CA
 91701-9000, Edgar Reece
Natures Nutrition, 22600
 Inspiration Pt., Quail Valley,
 CA 92587-7855, Keith Ayres
Naturestone, 65895 Avenida,
 Desert Hot Springs, CA
 92240-1523, Cadena Ramiro
 Zamora
Naveta's Creative Moments,
 307 S. Smith Ave., Trlr. 9,
 Corona CA 91720-1745,
 Noveta Hepler
Nebula International, 44150
 Mayberry Ave., Hemet, CA
 92544, Robert Olsen
Net Cash Now, 402 W.
 Francis St., Corona CA
 91720-4834, Debra Upchurch
Network 1 Resource, 4766
 Central Ave., Riverside CA
 92504, Ernest Ramirez
Network Learning Center,
 1150 N. Mountain Ave., Ste.
 105, Upland CA 91786-3668,
 Joey Cowan
New Beginnings, 40110 Cal
 Oaks Rd., #103, Murrieta CA
 92562, Ronald Becker
**New Diamond Glass &
 Mirror Co.**, 31877 Mission
 Trl., Lake Elsinore CA 92530,
 Nawee Shairani
New Media Innovations,
 5710 Dogwood St., San
 Bernardino, CA 92404-2812,
 Debbie Johnson
Nic Construction, 13525
 Glacier Cir., Hesperia CA
 92345, Nicholas Collins
Nice N Clean Carpet Care,
 28332 11th St., Lake Elsinore
 CA 92532, Brian Forster
**Noah's Ark Pet Prescription
 Svc.**, 2060 Pacific Ave.,
 Norco, CA 91760, Taryn
 Heffer
Norco Dental Practice, 1260
 Hammer Ave., Murrieta CA
 91760, Pacific Dental
 Services Inc.

MORE NEW BUSINESS

Oak Tree Village Express, 143 Myrtlewood Dr., Calimesa, CA 92320, Kerry Stevens
Oasis Concrete, 1051 Peaceful Dr., Corona, CA 91720, Stephen Tengen
Odaly Enterprises, 7948 1/2 Sunnyside Ave., San Bernardino, CA 92410-5026, Anna Wilbanks
Odor B Gone, 1259 East "G" Street, Ontario, CA 91764, Julie Jiles
Old Man Trucking, 910 W. Locust St., Ontario, CA 91762-5928, Martin De La Torre
Old Tom Donuts of Temecula, 28326 Front St., Temecula, CA 92590-1814, Adona Paolim
Olmedo Enterprises, 73315 Country Club Dr., #190, Palm Desert, CA 92260, Jose Olmedo
Omega Mortgage West, 189 Nebraska St., Lake Elsinore, CA 92530, Samuel Jiron
On Camera Management, 7270 Victoria Park Ln., Ste. 2C, Etiwanda, CA 91739-1850, Clover Divers Ent. Inc.
On The Mark, 3127 Mohawk Trl., Riverside, CA 92503-5461, Mark Whritenour
One El Paseo Plaza, 74225 U.S. Highway 111, Palm Desert, CA 92260-4143, Samuel Rasmussen
One On One Publishing, 210 W. Kimball St., #6, Hemet, CA 92543, Gayle Arrowood
One Stop Construction, 1723 Pennsylvania, Colton, CA 92324, Tyrone Ervin
One Stop Funding, 3347 Michelson Dr., Ste. 300, Irvine, CA 92612-0661, Neil Kornswiet
One Stop Mini Mart, 4300 Green River Rd., Corona, CA 91720-1506, Vasant Kale
Ontario Dental Health, 2114 Victoria Way, Pomona, CA 91767, Lupe Garcia
Ontario Mills Tailors by Peter D, 880 N. Rochester Rd., Ontario, CA 91764, Pratap Chugh
Out West Soups & Dips, 1005 N. Center Ave., Apt. 8207, Ontario, CA 91764-5522, Deborah Godbout
Overcome Unlimited, 12651 Penske St., Moreno Valley, CA 92553-5261, Gary Barnes
P & S Trucking, 13450 Avenida, Desert Hot Springs, CA 92240-6406, Parker Tanner
P C A Company, 42335 Washington St., #F230, Palm Desert, CA 92211, Sandra Hughes
P C W Construction, 8414 Snow Cap Ave., Pinon Hills, CA 92372, Paul Wadum

P D D, 31675 Corte Encinas, Temecula, CA 92591, Robin Loizu
P G Productions, 7201 Archibald Ave., #4-228, Alta Loma, CA 91701-6403, Bookhart
P J's Refrigeration & AC, 3030 Winifred St., Riverside, CA 92503-5424, Peter Edivan
P S Nature Pure Water Co., 1110 N. May Dr., Palm Springs, CA 92262-4810, David Semones
Pacific Coast Hair, 8651 Baseline Rd., Rancho Cucamonga, CA 91730, Susan Johnson
Pacific Coast Herpetological, 18540 Arrowhead Blvd., Arrowhead Farms, CA 92407-1306, Robert Johnson
Pacific Computer Marketing, 8350 Archibald Ave., Rancho Cucamonga, CA 91730-3669, Moe Azmat
Pacific Decorative Printing, 41083 Sandwood Cir., #D, Murrieta, CA 92562, Curtis Boulware
Pacific Exteriors, 7949 Woodley Ave., #218, Van Nuys, CA 91406, Stephen Hoffman
Pacific Fitness & Nutrition, P.O. Box 70026, Riverside, CA 92513-0026, Eryn Cook
Pacific Funding, 1040 S. Mt. Vernon Ave., #G291, Colton, CA 92324, Fred Demarco
Pacific Mgmt. Company, 1441 N. Sepulveda Ave., San Bernardino, CA 92404, Gary Emblem
Pacific Precision Products, P.O. Box 130, Norco, CA 91760, Ron Kohlmyer
Pacific Realty & Investment, 2520 Moosedeer Dr., Ontario, CA 91761, Robert Peters
Pacific Retail Consulting, 14683 Amigos Rd., Chino, CA 91709, Scott Mayo
Pacific West Cellular Accessories, 405 Oak St., Colton, CA 92324, Shawna Meadows-Loper
Padilla Tree Service, 68580 "H" Street, Cathedral City, CA 92234, Lázaro Padilla
Palm Springs Desert Tanning Co., 4751 E. Palm Cyn. Dr., Palm Springs, CA 92264, Paul Smith
Palm Springs Mem. Ins. Services, 690 Vella Rd., Palm Springs, CA 92264, Anthony Rogers
Palm Springs Publishing, 1380 E. Tamarisk Rd., Palm Springs, CA 92262-5863, Elliot Field
Palm Springs Sports, 384 N. Palm Canyon Dr., Palm Springs, CA 92262, Court James
Palm Springs Trading Company, 4645 E. Ramon

Rd., Palm Springs, CA 92264, Chung Oh
Pamela's Elite Office Mgmt., 4155 Second St., Riverside, CA 92501, Pamela Mata
Paradigm Financial Services, 14127 Coloma St., Fontana, CA 92336, Richard Caires
Paradise Carpet Care, 30545 Monte Vista Way, Thousand Palms, CA 92276, Rick McCay
Paradise Custom Pools, 12767 Velare Ct., Victorville, CA 92392-8963, Donald Gratiano
Paradise Dress, 4689 La Causey Ct., Chino, CA 91710, Marcia Gorman
Paradise Lock & Alarm Center, 41083 Sandalwood Cir., #1, Murrieta, CA 92562, Greg Havens
Paradise Packaging, 39506 Via Monserate, Murrieta, CA 92563, Michele Elwood
Paradise Plants, 1005 N. Center Ave., #5307, Ontario, CA 91764, Rebecca Durham
Parkwood Pre Collision Services, P.O. Box 30682, San Bernardino, CA 92413-0682, Brad Hayashi
Par's Surgery Inc., 205 N. First St., #B, Blythe, CA 92225, Hossain Sahloilbei
Past Life Insights, 1301 N. Palm Canyon Dr., Ste. 301, Palm Springs, CA 92262-4400, Patricia McColm
Patton's Liquor & Smoke Shop, 3204 W. Florida Ave., Hemet, CA 92545, Sophal Sek
Pawelski, 2320 E. 3rd St., San Bernardino, CA 92410, Naoum Bassil
PC Information Systems, 24844 Newgarden St., Moreno Valley, CA 92551-7421, Paul Catledge
PDITFC Corona, 1725 S. Grove Ave., Ontario, CA 91761, James Fullmer
Pearson's Trucking, 7056 Topaz Ave., Hesperia, CA 92345-8111, Loren Pearson
Pegasus Computer, 8228 Beech Ave., Fontana, CA 92335-3230, Stephen Robertson
Penguin's Yogurt & Ice Cream, 3908 Grand Ave., #B, Chino, CA 91710, Yoon Kim
People of California Heritage, P.O. Box 3000, Chino, CA 91708-3000, Tony Cerda
People Pleasers, 31976 Linda Ladera St., Yucaipa, CA 92399-1507, Kerry Brayley
Perfect Nails, 331 E. 9th St., #5 B, San Bernardino, CA 92410, Dung Chau
Performance Auto Sales Leasing, 2634 Hamner Ave., Norco, CA 91760-1924, Dale

Thompson
Performance Direct Remanufacturing, P.O. Box 3231, Ontario, CA 91761-0924, Dannie White
Personalized Printing, 1414 N. Riverside Ave., Apt 102, Rialto, CA 92376-8065, Joseph Thomas
Phoenix Automotive Group, 791 Silvester Ct., Corona, CA 91719, James Drevdahl
Photoprints for Kids, P.O. Box 3032, Ontario, CA 91761-0904, Kathy Rowland
Pickwick Arms, 522 La Verne, Redlands, CA 92373, Virginia Rusk
Pied Piper Co., 1211 West Brooks St., #A, Ontario, CA 91762, Allan Merki
Pierce Automotive, 10941 Hole Ave., Riverside, CA 92505, Max, Prado
Pierce Plaza, 3812 Pierce St., Riverside, CA 92503, Ronald Kozma
Pine Knot Communications, P.O. Box 345, Big Bear City, CA 92314-0345, Michael Homan
Pizza Factory Hesperia, P.O. Box 291850, Phelan, CA 92329, Brian Lombardi

Plaid Cow Productions, 11 Corte Pallazo, Lake Elsinore, CA 92532, Mark Loverts
Plants 4, 71601 Hwy 111, Rancho Mirage, CA 92270, Albert Stremmel
Plasticraft Countertops, 1450 Colton Ave., Colton, CA 92324, Danie Dixon
Platinum 7 Home Loans, 23856 Creekwood Dr., Moreno Valley, CA 92557-2917, Daniel Bradford
Play Wet, 23670 Cedar Creek Ter., Moreno Valley, CA 92557-2901, Guy Lewis
Playmation, 817 Allegre Cir., Corona, CA 91719, Michael Welch
Plaza Associates, 3690 Riverside Plaza, Riverside, CA 92506, Central LLC
Plaza Escada, 73811 El Paso, Palm Springs, CA 92262, Pearis Palm Corp.
Pleasant View Home Care, 6297 Sandoval Ave., Riverside, CA 92509, Rogelio Santos
Plof & Company, 3681 Walnut Ave., Chino, CA 91710-2904, Adria Pacific Bridgewood Inc.

MORE NEW BUSINESS

Plumb Level, P.O. Box 951, Yucaipa, CA 92399-0951, David Quintard
Pocket Change Variety Outlet, 10569 Magnolia Ave., Riverside, CA 92505-1804, James Letwinch
Point Blank, 78670 Hwy. 111, #184, La Quinta, CA 92253, Mark Sarto
Polo Partners, 86705 Avenue, 54 #A, Coachella, CA 92236, Tostado Family Trust
Pomona Auto Dismantler, 10802 Kadota St., #B, Pomona, CA 91766, Abdul Haj Ali
Pony's Plus, 771 3rd St., Norco, CA 91760-2735, Randall Pelcher
Postalannex 277, 4200 Chino Hills Pkwy., #850, Chino, CA 91709, Rizwan Hussain
Powell Painting Company, 3140 E. Vincentia Rd., Palm Springs, CA 92262-3973, Michelle Powell
Power Boats For Sale, 2524 Tahoe Dr., Ontario, CA 91761, Gary Gillett
Power Image Computer Graphics, 1452 Bud Cir., Upland, CA 91786, Darrell Johnson
Power Page Communications, 24990 Allesandro Blvd., Moreno Valley, CA 92553, Marco Padilla
Precision Carpet Care, 2851 Bedford Ln., Apt 98, Chino, CA 91709-3565, Jwan Qotrash
Precision Landscape Maintenance, 12479 Windsor Dr., Yucaipa, CA 92399-1967, Glenn Feickert
Precision Lawn Care Service, 12701 Bryant St., Yucaipa, CA 92399-4852, Richard Grasman
Preferred Air Conditioning, 4511 E. Sunny Dunes Rd., Palm Springs, CA 92264, Preferred Companies Inc.
Preferred Construction, 9065 Limecrest Dr., Riverside, CA 92508, Randolph Scott
Premier Computer Solutions, P.O. Box 13, Lake Elsinore, CA 92531-0013, George Cunningham
Premier Realty, 24490 Sunnymead Blvd., #118, Moreno Valley, CA 92553, William Carter
Prestige Bookkeeping Services, 78675 Carnes Cir., La Quinta, CA 92253-3875, Trish Alpert
Prestige International, 1909 E. La Cadena Dr., Riverside, CA 92501, John O. Neill
Presto Exterminators, 1509 Morgan Rd., Arrowhead Farms, CA 92407-3909, Anthony Presto

Preventive Maintenance Solutions, 41469 Magnolia St., Murrieta, CA 92562, Melvin Sorrell
Prime E D, 3433 Corte Figueroa, Temecula, CA 92592, Joel Alvarenga
Prime Sales, 3233 Grand Ave., #N192, Chino, CA 91709, Harmeet Singh
Prime Source Mortgage, 947 Winston Cir., Corona, CA 91719, Derek Gutierrez
Primera Generacion, 1014 West 6th St., Corona, CA 91720, Alejandro Serrato
Priority Billing Service, 860 La Quinta Way, Norco, CA 91760, Elizabeth Medina
Pro Netmark, P.O. Box 10986, San Bernardino, CA 92423-0986, Judith Buchfeller
Production Mortgage Company, 12490 Central Ave., Ste. 230, Chino, CA 91710-2668, Edgar Dizon
Prof. Medical Ultrasound, 1320 Eaton Rd., San Dimas, CA 91773, Alexander Levkov
Prof. Occupational Therapy Svc., 11484 Loma Linda Dr., Loma Linda, CA 92354-3734, Charlene Conlin-Stockdale
Professional Agent Referral, 2377 W. Foothill Blvd., #11, Upland, CA 91786, Harold Vandiver
Professional Mgmt. Services, 29027 Willow Creek Ln., East Highland, CA 92346-3902, Michael Notarus
Projects Unlimited, 12826 Penske St., Moreno Valley, CA 92553, Gary Tierce
Psychological Health Services, 21250 Box Springs Rd., #115, Moreno Valley, CA 92557, Psychological Health Svc. Inc.
Pulp Magazine, 3111 E. San Juan Rd., Palm Springs, CA 92262, James Sugurtan
Purple Rose, 4873 Jackson St., #D, Riverside, CA 92503, Sharon Ewing
Q Mart, 600 W. Main St., Barstow, CA 92311, Jihad Hantash
Quality In Home Health Care, 33097 Haddock St., Winchester, CA 92596, Danielle Dubois
Quality Sheds, 33210 Bailey Park Blvd., Menifee, CA 92584, Matthew Poturich
Quality Thrift Store & Antiques, 1003 W. 6th St., Corona, CA 91720-3118, Martha Schmitt
Quik Center LLC, 38015 Paradise Dr., #39, Mountain Center, CA 92561-3207, John Jordan
R & A Recycling, P.O. Box 987, Guasti, CA 91743-0987, Brian McClanahan
R & G Consultants, 15337 Pine Ln., Chino, CA 91709-2956, Salvatore Bianco

R & Js Collectibles, 932 E. Pioneer Ave., Redlands, CA 92374, Robert Denney
R & L Enterprises, 257 Clark St., Upland, CA 91784, Richard Romero
R & R Trucking, 1071 Ashport St., Pomona, CA 91768-2323, Raul Rivera
R. Anderson Intl., 7740 Luane Trl., Colton, CA 92324-9309, Richard Anderson
R B Industries, 9329 Douglas Dr., Riverside, CA 92503-5618, Roy Baligad
R C I Mortgage Associates, 31641 Casino Dr., Ste. 1A, Lake Elsinore, CA 92530-4535, Esther Rusch
R C Tile, 11644 Hickory Ave., Hesperia, CA 92345, Priscilla Flores
R Choice Market, 959 East 4th St., Ontario, CA 91764, Zahira Elhajjoui
R D Construction, 17757 Citron Ave., Fontana, CA 92335, Robert Raney
R Day Enterprises Inc., 1137 W. 9th St., Upland, CA 91786-5704, Roy Day
R J B Trucking, P.O. Box 186, Oro Grande, CA 92368, Richard Bergkamp
R J Farms LLC, 14750 Schleisman Rd., Corona, CA 91720-9210, Ron Vander Poel
R L B Land, P.O. Box 1218, Murrieta, CA 92564-1218, Rhonda Baker
R L S Enterprises, 5240 Telefar Way, Riverside, CA 92506, Bruce Spieler
R P Consulting, 1171 Blossom Hill Dr., Corona, CA 91720-1371, Ronald Parker
R P Flynn Company, 393 W. La Cadena Dr., #19, Riverside, CA 92501, Robert Flynn
R S Pallets, 215 N. Joy St., Corona, CA 91720, Ricardo Serrato
R. Vasquez Transportation, 18406 Santar St., La Puente, CA 91748-1932, Richard Vasquez
R W Maintenance, 1465 Alta Ave., Upland, CA 91786, Robert Wilbur
Racer's Edge, 5108 Holt Blvd., Montclair, CA 91763-4819, Jean Carpenter-McMilla
Rachada Thai Chinese Restaurant, 7549 Arlington Ave., Riverside, CA 92503-1446, Suphattra Tae
Radmyc Welding & Fabrication, P.O. Box 400923, Hesperia, CA 92340-0923, Robbi De Bois
Ragtak World, 30671 Madrona Ct., Lakeview, CA 92567-9778, Kathleen Sanquinet
Rainbow Gift Shop, 73765 Ficke Rd., Desert Hot Springs, CA 92241-7843, Donna Averett

Rainbow Realty, 1111 E. Tahquitz Cyn. Way, #120, Palm Springs, CA 92262, James Weed
Rainbow Services, 1632 W. Summerset Dr., Rialto, CA 92377-3846, Harvey Gaines
Ramco Kitchen Cabinets, 11077 Gemini Ct., Mira Loma, CA 91752-1716, Ramon Cornejo
Ramps N More, 25277 Main St., #286, Barstow, CA 92311-9707, Paul Trujillo
Rancho Carolina, 3791 Scenic Dr., Riverside, CA 92509, Michelle Marmolejo
Rancho Computer Marketing, 8350 Archibald Ave., #236, Rancho Cucamonga, CA 91730, Baber Syed
Rancho Del Ray RV Resort, 44355 Los Caballos Rd., Temecula, CA 92589, Richard Welles
Rancho Rain Gutters, 8460 Maple Ave., Ste. 104, Rancho Cucamonga, CA 91730-3870, Michael Prescher
Rancho Screen Print & Embroidery, 9007 Arrow Rte., #130, Rancho Cucamonga, CA 91730, Suzanne Powell
Randy Rodriguez, 25599 Wedmore Dr., Moreno Valley, CA 92553, Randy Rodriguez
Rapid Transcript Medical Trans., 6050 San Martin Ct., Alta Loma, CA 91737-3011, Diane Kiemeney
Rayne Water Conditioning, 939 Reece St., San Bernardino, CA 92411, Robert Weisz
Realistic Printing Solutions, 15613 Challis Dr., Chino, CA 91709, Gary Griggs
Reality Records, 18225 Brightman Ave., Lake Elsinore, CA 92530-6137, Albert Castaneda
Realty Co. of Redlands, 410 Marilyn Ln., Redlands, CA 92373, Robert Cox
Realty Pros., 45230 Corte Varela, Temecula, CA 92590, Bruce Homme
Rebel Computers, 13373 Perris Blvd., #E402, Moreno Valley, CA 92553, Amado Abevero
REC Boards, 1248 3rd St., Calimesa, CA 92320-1606, Carlos Flores-Alatorre
Recovery Connection, 8137 Malachite Ave., Ste. F, Rancho Cucamonga, CA 91730-3571, Fara Childs
Recovery Resources, P.O. Box 11881, San Bernardino, CA 92423, Tamara Keller
Recreation Counseling Center, 71650 Sahara Rd., Rancho Mirage, CA 92270, Joy Wanek
Recreations, 548 E. Industrial Pl., Palm Springs,

CA 92264-8125, Jolea Sampolesi
Red Hawk Auto Center, 31960 State Hwy. 79, Temecula, CA 92592, Chris Drake
Redlands Hap Do Sool Academy, 118 Orange St., Redlands, CA 92373, Daniel Head
Redlands Pool Service, 940 Kimberly Ave., Redlands, CA 92374, William Collozo
Redlands Quality Builders, 1429 Diamond Ct., Redlands, CA 92374-5435, Thomas Keldgord
REM Batteries Services, 820 La Paz Cir., Corona, CA 91719-7719, Robert Brannan
Rema Record Promotions, 8654 Sierra Ave., Fontana, CA 92335-3842, Martha Gutierrez
Remco Hydrant Locks, 1151 Pomona Rd., Ste. B, Corona, CA 91720-6924, Reginald Mueller
Rent A Wreck of Barstow, 130 Eastgate Rd., Barstow, CA 92311-3224, Joe Rosano
Rental Tracker System Solutions, 11802 Lucena Ave., Fontana, CA 92337-1035, Cynthia Trinidad
Replacement Cabinet Door Co., 6612 Avenida, Riverside, CA 92509-5645, Mariposa Michael Rasta
Resilient Marketing Company, 383 East N. Street, Colton, CA 92324, Rufus Johnson
Retreat Las Palmas, 330 Stevens Rd., Palm Springs, CA 92262, John Rodrigo
Rev. John A. Flahiff Collection, 3218 Vineyard Way, Riverside, CA 92503, Christine Flahiff
Rev. Power Products, 268 Cluster St., San Bernardino, CA 92408, Klen Jensen
Ri Ly U Neek Toy Co., 71757 29 Palms Hwy., Twentynine Palms, CA 92277, Eseta Nicholls
Rich Capitol Corporation, 28910 Rancho Cal. Rd., #203, Temecula, CA 92590, Jose Rivero
Richards Security Doors, 14340 Adair Ct., Victorville, CA 92394-3218, Richard Vargas
Ricks Lawn Service, 1516 West 8th St., #109, Upland, CA 91786, Andrew Marshall
Rim of The World Village, 4836 Kauffman Ave., Temple City, CA 91780, James Chou
Rim Properties, 15434 Sequoia Rd., Hesperia, CA 92345, Ian Bryant
Rising Sun Funding Group, 43014 Camino Caruna, #A, Temecula, CA 92592, Nick Mataalii

Coming Soon

... Sneak Preview ...

Coming in the May Issue

EDITORIAL FOCUS
 ECONOMIC DEVELOPMENT (RIVERSIDE COUNTY)
 MARKETING/PR/MEDIA ADVERTISING
 INSURANCE COMPANIES

SUPPLEMENTS

WOMEN & BUSINESS EXPO
 "WHO'S WHO" IN POLITICS
 WOMEN-OWNED BUSINESSES

THE LISTS for MAY*

AMUSEMENT PARKS, SO. CAL. VACATION SPOTS,
 HOTEL MEETING FACILITIES, TRAVEL AGENCIES,
 VISITORS & CONVENTION BUREAUS,
 AIRLINES SERVING THE I.E.

INLAND EMPIRE
business journal

*Is your company on OUR list? It should be!! If you think your company qualifies to be included on any of the May lists and you have not received a simple questionnaire from Inland Empire Business Journal, please contact Jerry Strauss at:

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DEADLINE

April 20

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BANKRUPTCIES

Moises Aragon, Silvia Aragon, 18861 2nd St., Bloomington; debts: \$228,918, assets: \$231,450; Chapter 7.

David Araujo Jr., 3688 Plametto Ave., Rialto; debts: \$286,250, assets: \$126,300; Chapter 7.

Robert Aleantar, Kim Aleantar, 7460 Kemster Ave., Fontana; debts: \$202,521, assets: \$152,720; Chapter 7.

Ahmad W. Alsadek, Sonya Alsadek, dba A & M Auto Repair, 11639 Sandpiper Cir., Moreno Valley; debts: \$261,365, assets: \$163,225; Chapter 7.

Gaston M. Bachelier Jr., 4871 El Molino Ave., Riverside; debts: \$242,872, assets: \$77,200; Chapter 7.

Hugh L. Bailey, dba Bailey Property Management, 3204 E. Capri Dr., Unit B, Onatario; debts: \$222,222, assets: \$228,837; Chapter 13.

Kay Beharry, 23211 Coffee Berry Cir., Corona; debts: \$202,543, assets: \$271,633; Chapter 7.

Eric Collier Biddle, Cynthia Marie Biddle, 11967 Sugarcreak Cir., Moreno Valley; debts: \$225,765, assets: \$146,250; Chapter 7.

Francis Michael Bowman, aka Frank M. Bowman, Beverly Georgeanne Bowman, aka Beverly Georgeanne Prince, 9211 Lemon St., Fontana; debts: \$229,501, assets: \$161,780; Chapter 7.

Carl Wayne Bradford, fdba All In One Auto Center, 11265-C Terra Vista Pkwy. West, Rancho Cucamonga; debts, assets schedules not available; Chapter 13.

Nani Sue Brothers, dba Enchanted Forest, dba My Favorite Things Crestline, P.O. Box 9057, 314 Rate Rd., Cedarapines Park; debts: \$107,019, assets: \$99,915; Chapter 7.

Humberto G. Cano, Rosa Cano, 786 N. Brampton Ave., Rialto; debts: \$252,200, assets: \$291,250; Chapter 7.

Matthew Scott Carney, aka Matt Carney, aka Matt S. Carney, fdba Balanced Services & Investments, 25230 Old Farm Rd., Moreno Valley; debts: \$155,587, assets: \$81,890; Chapter 7.

Michael Anthony Caruso, aka Michael A. Caruso, Julie Ann Caruso, aka Julie A. Caruso, fdba Pro Motor Works, 5384 Bullpen Dr., Fontana; debts: \$419,486, assets: \$188,025; Chapter 7.

Marvin Castaneda, aka Marvin J. Castaneda, Rosa M.

Hernandez, 14342 Upas Crt., Fontana; debts: \$315,442, assets: \$205,400; Chapter 7.

Keith Castleberry, aka Ren Castleberry, Kelaine Castleberry, dba Rat Master, a sole proprietorship, 28215 Avenida La Paz, #1, Cathedral City; debts: \$127,789, assets: \$5,650; Chapter 7.

Kris Neal Cenatiempo, Catherine Helen Cenatiempo, dba Cabin Creek Candles, dba Desert Duds Screen Printing, 12479 Kokomo Cir., Victorville; debts: \$208,769, assets: \$163,450; Chapter 7.

Charles T. Cross, Janet M. Cross, fdba Town & Country Carpet, fdba Don's Town & Country Carpet, fdba Creative Interior Design, 38816 Lobelia Cir., Palm Desert; debts: \$68,438, assets: \$9,000; Chapter 7.

Juan B. Cruz, Lisa Ann Cruz, aka Lisa Ann Miller, aka Lisa Ann Carmody, 544 Granite View Dr., Perris; debts: \$375,052, assets: \$296,199; Chapter 7.

Joseph J. D'Alesio, 4776 Feather River Rd., Corona; debts: \$284,504, assets: \$237,800; Chapter 7.

James E. Deiner, aka James Edward Deiner, Margaret A. Deiner, aka Margaret Ann Deiner, 34450 Avenue H., Yucaipa; debts: \$207,455, assets: \$264,068; Chapter 7.

Clint W. Feddersen, A Professional Corporation, dba Law Office of Clint W. Feddersen, 1691 Rancho Hills Dr., Chino Hills; debts: \$115,707, assets: \$4,880; Chapter 7.

Brian Robert Gates, Sarah Louise Gates, aka Sarah L. Norcross-Gates, aka Sarah Norcross-Gates, 23841 Via Segovia, Murrieta; debts: \$258,407, assets: \$292,613; Chapter 13.

Golden State Employer Services, 2002 Iowa Ave., #110, Riverside; debts: \$772,505, assets: \$110,193; Chapter 11.

Robert Gomez, Anna V. Gomez, aka Anna Vilma Torres, 24597 Treasurer Dr., Moreno Valley; debts: \$291,885, assets: \$255,345; Chapter 7.

Judy R. Grisham, 474 Tirmino Ave., Corona; debts: \$237,505, assets: \$195,960; Chapter 7.

Ronald W. Haynes, Angelica M. Haynes, aka Kiki Haynes, 77-655 Avenida Montezuma, La Quinta; debts: \$405,326, assets: \$317,394; Chapter 7.

Jay Allan Heitmann, Wanda Gay Haitmann, 8466 Rosemary Dr., Riverside; debts: \$254,628,

assets: \$343,300; Chapter 7.

Kathy J. Howard, fdba Bridges of Hope Medical Group, fdba Inside Billing Service, 31066 Sand Crt., Mentone; debts: \$163,298, assets: \$176,070; Chapter 13.

Gregory John Hull, Karen Kay Hull, fdba Pedal Tech., 41763 Bargil Crt., Temecula; debts: \$397,881, assets: \$477,850; Chapter 7.

Robert Martin Jones, Ava Hildegard Jones, dba Water Vending, 22319 Wembley Dr., Moreno Valley; debts: \$216,439, assets: \$208,036; Chapter 13.

Merrill Hunter Knox, 1060 North Birch Ave., Rialto; debts: \$260,937, assets: \$144,050; Chapter 7.

Kalpana Kothari, 7716 Westpark Dr., Riverside; debts: \$236,012, assets: \$213,286; Chapter 7.

Linda R. Krieger, dba Memory Lane Limited, 33672 Reddywoods Ln., Yucaipa; debts: \$114,503, assets: \$239,445; Chapter 7.

Richard B. Kuglics, 648 N. Monterey Rd., Palm Springs; debts: \$220,300, assets: \$125,500; Chapter 7.

Robert Wendall Ladd, aka Robert W. Ladd, Tuyet Bach Ladd, aka Tuyet B. Ladd, fdba Alycia's Coiffure (S/P), 1241 Loraine Pl., Rialto; debts: \$133,108, assets: \$139,990; Chapter 7.

Charles William Lane Jr., Lathlyn Louise Lane, 28618 Berwick Ln., Highland; debts: \$162,734, assets: \$255,435; Chapter 7.

Victor Lara, 10882 Norwood Ave., Riverside; debts: \$273,634, assets: \$257,105; Chapter 7.

John H. Lyman, 74-160 Chicory, Palm Desert; debts: \$260,090, assets: \$99,299; Chapter 7.

Silvino O. Mabatid, Monica M. Mabatid, 780 N. Temescal St., Corona; debts: \$506,306, assets: \$310,000; Chapter 7.

Philip Peter Madgolen, dba Magdolen Products, 3651 Mari Dr., Lake Elsinore; debts: \$130,082, assets: \$117,150; Chapter 7.

David Martin, Michael Lynn Martin, 547 W. Casmalia, Rialto; debts: \$227,586, assets: \$165,900; Chapter 13.

Francis Alfred Mosca, dba The Lounge, 5456 Granada St., Montclair; debts: \$79,004, assets: \$9,693; Chapter 7.

Brenda Nelson, 1259 Paseo Azul

Way, Corona; debts: \$208,161, assets: \$164,650; Chapter 7.

Elvira Pan, Dennis Pan, 6734 Misty Ridge Dr., Riverside; debts: \$299,172, assets: \$185,450; Chapter 7.

Francis Adam Papasavas, dba F & M Potpourri, 30381 Hill Ave., Lake Elsinore; debts: \$90,716, assets: \$35,000; Chapter 7.

Dale Q. Peace, JoAnn Peace, dba Double Barrel Software, dba Both Barrels Software, 7221 Ramona Ave., Rancho Cucamonga; debts, assets schedules not available; Chapter 7.

Ronald C. Pike, aka Ron Pike, Christine F. Pike, aka Chris Pike, 20563 Red Poppy Ln., Riverside; debts: \$242,503, assets: \$260,950; Chapter 7.

Mark George Richter, Angela Marie Richter, 698 Kingswell Ave., Banning; debts: \$232,008, assets: \$261,200; Chapter 7.

Sue E. Reynolds, dba Sue Reynolds Family Day Care, 14250 Navajo Rd., Apple Valley; debts, assets schedules not available; Chapter 13.

Eliezer F. Rolle Sr., aka Eliezer Flores Rolle Sr., Gloria M. Rolle, aka Gloria Mendiola Rolle, 10770 Curtis St., Loma Linda; debts: \$186,566, assets: \$207,633; Chapter 7.

Oscar R. Salazar, 116 Fife, Riverside; debts: \$174,885, assets: \$202,975; Chapter 7.

Henry J. Schutter, 31208 Lahontan St., Temecula; debts: \$375,466, assets: \$227,600; Chapter 7.

Robert L. Segal, Christine C. Segal, dba Desert Express Taxi, 73-820 Shadow Lake Dr., Palm Desert; debts: \$23,300, assets: \$9,500; Chapter 13.

Jenny L. Senn, fdba J. L. Senn & Associates, 2612 Sliger Rd., Mentone; debts, assets schedule not available; Chapter 7.

Odis Session, 712 Avondale Dr., Corona; debts: \$201,153, assets: \$181,750; Chapter 13.

Jose J. Silva, Deborah Rose Silva, aka Deborah Law-Silva, 33342 Hidden Holow Dr., Wildomar; debts: \$222,995, assets: \$135,253; Chapter 7.

Carla J. Silver, aw Empire Reconstruction, Inc. (Sole Proprietor), fdba All American Home Services, 22803 Mission Bells St., Corona; debts: \$423,797, assets: \$141,200; Chapter 7.

Derek Warren Stehle, aka Derek W. Stehle, aka Derek Stehle, 30779 Knollridge, Temecula; debts: \$204,333, assets: \$121,105; Chapter 7.

Michael Lionel Story, Sabra Denise Pettway Story, dba Storytime Family Day Care, 15746 Granada Dr., Moreno Valley; debts: \$177,976, assets: \$150,100; Chapter 13.

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ADT-INFO**



APRIL CALENDAR 99

6 Murrieta Lion's Club, a community service organization open to men and women, will meet at Honeycutt Farms Restaurant, 40477 Murrieta Hot Springs Road in Murrieta. Social time begins at 6:30 p.m. followed by a dinner meeting at 7 p.m. Cost is \$9 for dinner. For information call (909) 677-8548.

8 Business owners and start-up entities are encouraged to attend a seminar, "Entrepreneurial Finance and Accounting," to be presented at the Inland Empire Small Business Development Center, 1157 Spruce St., Riverside. The seminar, sponsored by the Inland Empire Small Business Development Center, will be held from 6 p.m. to 9 p.m. Cost is \$15 per person. For more information, call: (909) 781-2345 or (800) 750-2353. Pre-registration is recommended.

8 The Inland Empire Association of Health Underwriters' luncheon and seminar will be held at the Airport Marriott Hotel beginning at noon. Barry J. Fisher will be presenting material on the topic "Long-Term Care Applications for Business Owners and Their Employees." Licensed agents will earn one continuing education unit (CLX 12786). The cost is \$20 for members and \$25 for non-members. Call or fax Maureen Ford, IEAHU executive director at (626) 335-0704.

13 The Temecula Investment Club meets from 6:30 p.m. to 7:30 p.m. at Solid State Stamping, 43350 Business Park Drive, Temecula. Anyone with an interest in the stock market is welcome to attend. Call Janet Carbajal at 698-8048.

14 The Southwest Riverside County Manufacturers' Council will meet at the Embassy Suites Hotel in Temecula. The meeting

begins at 7:30 a.m. For more information, call Lon Brusegard at (909) 674-7771.

15 Job seekers, mark your calendars to make job-market connections at Cal Poly Pomona's Career Day on the Quad. From 10 a.m. to 3 p.m. members of the community, alumni, faculty and students are invited to showcase their resumes. Some 200 companies will be represented, including: Anheuser Busch; Pepsi; Edison International; Harvey's Resort-Hotel; Marconi Integrated Systems; Raytheon; Cintas Corporation; Macy's and the U.S. Geological Survey. The event is free. Campus parking is \$1.50. For more information, visit the website: csupomona.edu/~career or call Karen Capestro (909) 869-2341.

17 Professional Women's Roundtable will be hosting a name-brand fashion shopping extravaganza fundraiser. Dresses, pantsuits and jumpsuits, sizes 3 to plus-sized, will be priced \$38 and under. The event will be held at the Hillside Mobile Home Park club house, 27701 Murrieta Rd., Sun City, from 12 p.m. to 4 p.m. For more information, call: (909) 679-8048 or (909) 697-1298

20 The Southwest Riverside County Chapter of the National Organization for Women will meet at 7:00 p.m. The meeting location will be announced. For more information, call Tambra Turano-Davis at (909) 677-3330 or e-mail SWRC-NOW@AOL.COM.

21 The Professional Women's Roundtable monthly dinner meeting will be held at 6:00 p.m. Keynote speaker Steve Kaye will address the topic "The Human Side of Communication." The dinner and seminar will be held at Canyon Crest Country Club, 975 Country

Club Dr., Riverside. Cost is \$17 in advance or \$20 at the door. For more information, call: (909) 369-2776 or register on-line at www.pwronline.org.

29 The Inland Empire Small Business Development Center, 1157 Spruce St., Riverside, will be hosting a seminar called, "Federal

Dollars and Sense: A Seminar for Women-Owned Businesses," from 8:30 a.m. to 12:30 p.m. Topics will include marketing to the Federal Government, SBA resources for women and using electronic commerce. The cost is \$15 per person if paid in advance or \$20 per person at the door. For more information, call: (909) 781-2345 or (800) 750-2353.

REGULARLY SCHEDULED EVENTS

Monday
Business Builders of Rancho Cucamonga, weekly, 7 a.m. at Socorro's Mexican Restaurant, 10276 Foothill Blvd., Rancho Cucamonga. Membership: \$25. Contact: Dawn Grey, (909) 484-5244; Shirley Patrick, (909) 625-2386.

Personal Break Through/ Networking, weekly, 7 a.m. at 7385 Carnelian St., Rancho Cucamonga. The club meets to discuss maximizing business and personal leverage. Contact: Warren Hawkins, (909) 626-2681 or (909) 517-0220 (pager).

Tuesday
Business Network International, La Verne Chapter, weekly, 7 a.m. at Cino's, 309 E. Foothill Blvd., Pomona. Contact: Donald Clague, (909) 593-3511.

Business Network International, Inland Valley Chapter, weekly, 7 to 8:30 a.m. at Mimi's Cafe, 10909 Foothill Blvd., Rancho Cucamonga. Contact: Michael Bailey, (909) 948-7650.

Ali Lassen's Leads Club, Claremont Chapter, weekly, 7:15 a.m. at the Claremont Inn, 555 W. Foothill Blvd., Claremont. Contact: Philip Board, (909) 981-1720. Regional office: (800) 767-7337.

Wednesday
Business Network International, Victor Valley Chapter, weekly, 7 a.m. at Marie Callenders, 12180 Mariposa Rd., Victorville. Visitors welcome. Contact: Jo Wollard (760) 241-1633.

Business Network International, Chino Valley Chapter, weekly, 7 a.m. at Mimi's Cafe, Spectrum Marketplace, 3890 Grand Ave., Chino. Contact: Mike Agee, (909) 591-0992.

Business Network International, Rancho Cucamonga Chapter, weekly, 7 a.m. at Plum Tree Restaurant, 1170 W. Foothill Blvd., Rancho Cucamonga. Contact: Michael Cunerty, (909) 467-9612.

West End Executives' Association, weekly, 7 to 8 a.m. at Ontario Airport Marriott Hotel, 2200 E. Holt Blvd., Ontario. Contact: (909) 949-3525, or (818) 960-5834.

Toastmasters Club 6836, the Inland Valley Earlybirds of Upland, weekly 6:45 a.m. at Denny's, northwest corner of Seventh Street and Mountain Avenue in Upland. Info: Nancy Couch, (909) 621-4147.

The Institute of Management Accountants Inland Empire Chapter, the fourth Wednesday of the month, 6:30 a.m. at the Mission Inn, 3649 Seventh St., Riverside. Contact: Ester Jamora (818) 305-7200 Ext. 106.

The Rancho Cucamonga Women's Chapter of Ali Lassen's Leads Club, weekly, 7:15 a.m. at Mimi's Cafe, 370 N. Mountain Avenue. Info: Patricia Brookings, (909) 981-4159 or (909) 594-5159.

Thursday
Consumer Business Network, weekly, 7 a.m. at Michael Js, 201 N. Vineyard Ave., Ontario. Meeting Charge: \$15 including breakfast. Contact: (818) 446-1986. Host: Sandy Patterson.

Business Network International, Upland Chapter, weekly, 7 a.m. at Denny's, 385 S. Mountain Ave., Upland. Contact: Jim Mangiapane, (909) 946-6616.

Friday
Sales Success Institute - "Prospecting Without Cold-Calling!" with D. Forbes Ley, author of "Success Today!" weekly, 1:30 p.m. to 5:00 p.m. at the Ontario Airport Marriott. Free, but reservations a must. Call (800) 772-1172. Preview: www.sell-fast.com.

Saturday
People Helping People to Keep Dreams Alive!, weekly, 1:30 p.m. at The Peoples Place, 135 W. First Street, Claremont. Info: Dr. D.M. Yee, (909) 624-6663.

Sunday
Claremont Master Motivators Toastmasters Club, weekly, 6 to 7:30 p.m. in the Jagels Building at Claremont Graduate School, 165 E. 10th St., Claremont. Contact: Chuck or Dolores Weck, (909) 982-3430.

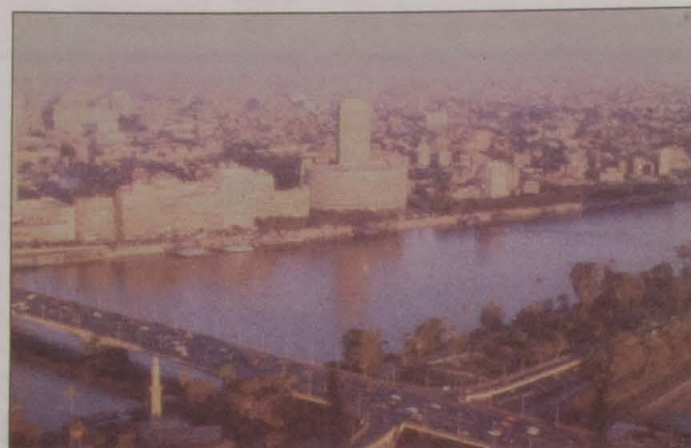
EXECUTIVE TIME OUT

Cairo, Land of Ancient Mystery and Intrigue

by Camille Bounds

Think Cairo!

A jumble of thoughts is created: The capital of Egypt, the mystery of the Pyramids, the enigma of the Sphinx and Cleopatra. A bustling, teeming city that seems to easily meld with the 21st century and into a past that goes back thousands of years. Cars, buses, people, and horse or donkey-drawn carts share the main streets in a gridlock of traffic that makes rush hour on our freeways look like a quiet Sunday morning. This is Cairo – on any given day, a city bursting at the seams and still growing.

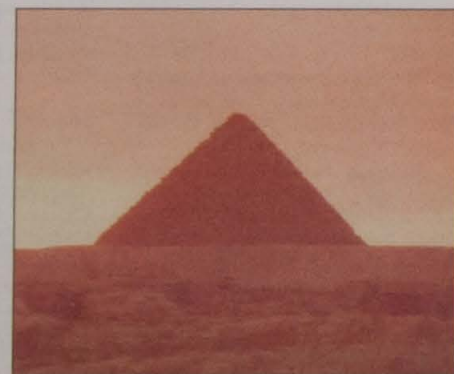


Cairo City.

Photo: Courtesy of Egyptian Tourist Authority

An eclectic view

One of the tallest structures in Cairo is the Cairo Tower. From the deck on the top floor, visitors look over a fascinating panorama. Ancient domes stand beside modern glass and concrete high rises. The three great Pyramids of Giza can be seen from this spot on a clear day. They are among the oldest structures on earth.

Photo: Courtesy of Egyptian Tourist Authority
One of the great pyramids of Giza.

People, people, people.

This is a city that is more vast than any other in the Middle East or Africa. Cairo reaches out along the east bank of the Nile river for over 20 miles where the river divides upper and lower Egypt. A stone's throw away, on the other side, is Giza. In the river, between Cairo and Giza, are two islands – Rawdah and Gazirah. With a population well over 15 million, this area contains more people than any other place in the world between America and India.

The Suez Canal was built between 1859 and 1869 making Cairo a headquarter of world trade.

Only Wonder of the World left

There are more than 80 pyramids in Egypt, but the largest and best preserved are the three

pyramids of Giza, located about nine miles southwest of the city.

The largest of the pyramids is Cheops, which is also called the Great Pyramid. It was completed between 2600-2500 B.C. Nearby is the Valley Temple, also known as the Granite Temple. The pyramids

knife cannot be squeezed into the seams.

Amazingly, the maximum error in alignment has been calculated as being a little over 1/12 of a degree.

After the death of the reigning pharaoh, his mummified body would be brought up the Nile to the Valley Temple. From there it was borne on the shoulders of white-robed priests to the Mortuary Temple where rituals and prayers were carried out before the internment of the body. The Valley and Mortuary temples were joined by a covered causeway.

Visitors may tour the inside of the Great Pyramid, but if you have a problem with small enclosed places, this is not for you.

The Sphinx

To the right of the entrance of the Valley Temple rests the famous Sphinx, an enormous statue of a reclining lion with a human head believed to be in Chephren's likeness (he was the builder of the Valley Temple, the second pyramid). Carved almost entirely from one huge piece of limestone left over from the carving stones of Cheops' pyramid, the Sphinx is 65 feet high from the head to the ground and 840 feet long.

In front of its outstretched paws is a red granite slab with an inscription referring to Thutmose IV, a pharaoh of the 18th Dynasty. In a legend about the Sphinx, Thutmose IV tells the tale of it

being covered deep in the sands of the desert for several hundred years. The pharaoh was promised the crown of Egypt by the sun god Ra if he would free his image, the Sphinx. This inscription dates back 1400 B.C. It is the first record of any excavation on the Gaza plateau.

For modern visitors, a wonderful sound and light show has been designed with the Sphinx as the narrator relating the history of the pyramids (and himself) with accompanying colorful illumination. It is a well-executed and entertaining way of understanding a small part of Egypt's ancient history.

Always something spectacular

No matter where you go along the Nile there is something spectacular to see. From the Pyramids of Giza and the tombs of Sakkara to the temples of Luxor and the lush environment of Aswan, this is the greatest outdoor museum in the world. Allow enough time to be able to take in these wonderful attractions. They are well worth your attention.

Ballet, folk dance troupes, art galleries, the Cairo Symphony Orchestra, the Cairo Opera Company and varied theater venues are seasonal. Gambling is available to foreigners in most of the five-star hotels. Fine dining, coffee houses and fast food can be found throughout the city.

Accommodations run from five-star hotels to humble hostels. Cairo's temperatures are typical of desert weather – hot during the day with chilly nights throughout the year. The city is built on the desert and great clouds of sand sometimes blow in from the outskirts. Cairo gets no more than an inch of rainfall a year.


For tourist information call the Egyptian Tourist Authority in Beverly Hills at (323) 653-8815.

Camille Bounds is the Travel Editor for Sunrise Publications and the Inland Empire Business Journal.

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